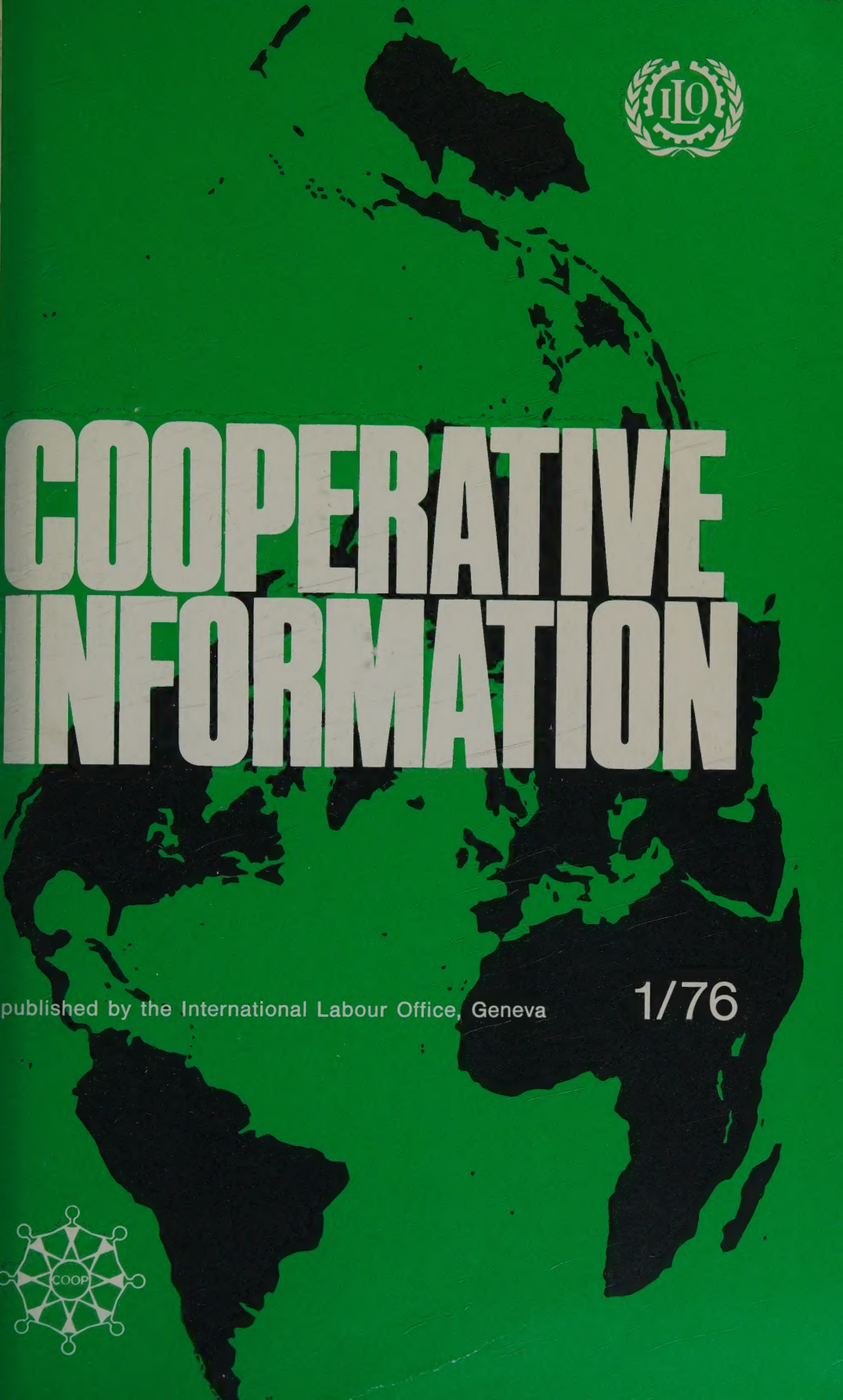

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Theory Methods

The Objectives of the Co-operative Enterprise[1]

Co-operative enterprises are business organisations very similar to private, or joint sector enterprises; and unlike other business enterprises, they are social instruments for the profitable production and distribution of goods and services to meet economic requirements in such a way as to provide satisfactory returns to all their economic and social partners. There are, however, some important differences in the philosophy and form of co-operatives and other kinds of enterprises, but as far as the business character of co-operative organisations is concerned, the application of business methods and techniques is to a great extent necessary for their successful operation.

Every business enterprise has a set of objectives which give an orientation to all its activities, and a co-operative enterprise must have the same objectives. Without such objectives, an enterprises is like a ship on high seas without a radar, not knowing whither it is going. These objectives, long-term and short-term, become the basis of strategic planning, operational strategy and policies. They provide the criteria for decision-making; and standards for measuring the performance of an enterprise. Thus an organisation does not have the choice of having or not having a set of objectives to guide its activities; in fact the only difference is that some organisations have consciously determined well-defined objectives to guide their activities, while others have only a vague idea of the objectives they may be pursuing.

---

(1) By Prof. R.D. Agarwal, Professor and Head, Department of Management and Training, Vaikunth Mehta, National Institute of Co-operative Management, R.B.I. Building, Ganeshkhind Road, Poona-16.

Multiplicity and Balancing of Objectives

A co-operative organisation, like other business organisations, has multiple objectives. To say that the only objective of a co-operative enterprise is to promote the well-being of its constituent members is as lopsided as holding that profit maximisation is the only objective of a private enterprise. Exclusive concern with profit may motivate the management to neglect all those activities and investments which are crucial for the long-term survival, growth and stability of an organisation, like neglect of hard-selling product lines, investment in research and development, plant modernisation, etc. Similarly, exclusive concern of a co-operative enterprise with member well-being may motivate the manager to neglect employees well-being, community welfare and social responsibility. There is, therefore, need for a well-balanced set of objectives rather than for one singular objective. As observed by Peter Drucker, "to manage a business is to balance a variety of needs and goals. This requires judgement. The search for the one objective is essentially a search for a magic formula that will make judgement unnecessary. But the attempt to replace judgement by formula is always irrational, all that can be done is to make judgement possible by narrowing its range and the available alternatives, giving it clear focus, a sound foundation in facts and reliable measurements of the effects and validity of actions and decisions. And this, by the very nature of business enterprise, requires multiple objectives" (1).

Scope of Objectives

A co-operative enterprise should set objectives in all important areas of its activities, and these objectives provide the framework for planning, business strategy and major organisational policies; exclusion of any area where decisions and activities vitally affect the health and effectiveness of the enterprise would tend to its exclusion from planning, strategy and policies and would obviously endanger its survival, stability and growth. Moreover, organisational effort tends to be directed in areas where performance is measured against predetermined standards, and absence of objectives in any critical area would mean absence of standard of performance, and consequently neglect of effort and performance in that area.

A co-operative supermarket was found to have the following objectives :

- supply consumer requirements regularly at reasonable prices,
- promote discipline in trade,
- widen the area of operations by opening a chain of consumer stores in the city,

---

(1) Peter F. Drucker, The Practice of Management, Bombay, The Allied Publishers Private Ltd., 1970, p. 52.

- establish contacts with consumer,
- diversify through vertical integration,
- low profitability in price fixation, and
- paying dividend at 6 per cent.

It would seem that this organisation has well-defined objectives in all the major areas of its activities except in the fields of employee motivation, development and market standing; these areas are not getting the managerial attention they deserve, and this will eventually cause damage to the organisation.

It may seem that differences in kinds of business and in the form of their organisation would mean that different enterprises would have different key areas in which to have objectives. But building upon Peter Drucker's eight key principles, and adding a ninth, the performance objectives can be adapted to all kinds of enterprises, irrespective of the differences in their organisation. These nine key areas are:

- market standing,
- innovation,
- productivity,
- physical and financial resources,
- profitability,
- management performance and development,
- worker performance and attitude,
- membership participation and attitudes, and
- social responsibility.

"It is indeed true that different key areas require different emphasis in different businesses - and differing emphasis at different stages of development of each business. But the areas are the same, whatever the business, whatever the economic conditions, and whatever the business's size or stage of growth" (1).

The Objectives

Market Standing

Every organisation, whether manufacturing or service, produces for the market. No organisation can survive, let alone grow and develop, unless it pays attention to its market and has definite objectives in the area of market standing. While setting objectives in this area, it has to take into account the competing products, competing organisations and its existing market share. It also has to make projections of future aggregate demands for its products, conditions of competition, rate and production orientation, development and

(1) Peter Drucker, op. cit., p. 53.

change, etc., and on the basis of these projections determine its marketing objectives in terms of percentage of market share. A supermarket which has as one of its objectives the disciplining of private trade, or a marketing co-operative which aims at the elimination of middlemen and payment of fair price to the producer, or a credit co-operative which finds its rationale in supplying the credit needs of agricultural producers, will not be able to make any significant impact in their respective areas of operation unless they cater to an increasingly large market share of their customer demand. For example, if a consumer co-operative has increased its sale by only 10 per cent over a period of five years whilst aggregate market sales have risen by 15 or 20 per cent, the impact that it can make on the market discipline will have declined rather than enhanced.

A co-operative enterprise should have distinct marketing objectives in respect of all its existing and planned product lines, existing and potential markets, distributive organisation, pricing policy and customer-service. This may be based on an in-depth market research and survey in order to make it more realistic.

A consumers' co-operative store, for example, should have distinct but harmonious quantitative marketing objectives to be expressed either in relative or absolute terms. Such objectives could include:

- increase in the volume and value of sales turnover,
- improvement of local market shares in terms of customary merchandise lines, i.e. groceries, textiles, hardware, etc.,
- diversification of merchandise lines by including electrical appliances and pharmaceuticals, etc.,
- flexibility in pricing policy to meet market competition,
- extended distribution and sales network through establishing chain stores in order to cover the widest possible geographical area and as many income groups as possible,
- improved customer service such as better packaging, home delivery and simplified payment.

Only when it has marketing objectives in all these areas, has it satisfied a preliminary condition for its growth and development as a healthy organisation.

Innovation Objectives

Every business organisation, and no less a co-operative enterprise, operates in a continuously changing socio-economic, political, legal and cultural environment. To meet and constructively respond to changes, as well as to influence the direction and magnitude of changes, a business enterprise must continuously innovate in all the areas of its major activities. A credit co-operative will have to continuously find new ways to meet credit requirements of the poorer sections of the farming community, to ensure recoveries, to link credit with production etc. A consumer co-operative will have to find new product lines and new methods of packaging, pricing, customer-service, etc. Innovations will also have to be made in management styles and policies,

labour-management relations, employee motivation, system of reward and punishment, financial and non-financial incentives etc. It may be difficult to determine quantitative innovation objectives in a field like market standing, but it does not mean that it should go by default. To give a sharper focus to innovation objectives, they should be related with marketing and performance objectives in other areas of activities.

Productivity Objectives

Productivity is the measure of efficiency with which the physical, financial and human resources of an organisation are used in producing and marketing its products and services. Though it is not always easy to measure productivity, certain measurement criteria as production per unit of labour, time, money, machine hour etc. can be developed, and refined as experience accumulates. For example, productivity in a consumer co-operative store can be measured in terms of sales volume per man-hour, packaging cost per money unit of sale, purchase cost per money unit of materials purchased, storage cost per money unit of merchandise, inventory carrying cost per money unit of sales etc. Similarly, productivity in a co-operative bank can be measured in terms of advances or deposits handled or recoveries effected per man-hour, office administration cost per unit of business etc. It would seem from this that productivity objectives are required in all areas where there is need for cost control and cost reduction. Such yardsticks are necessary because productivity improvement is one of the important objectives in all kinds of business organisations.

Physical and Financial Resources

Physical resources and facilities as well as financial resources are among the basic requirements for the functioning of any organisation, and no business organisation can function effectively and efficiently unless assured of their adequate and timely supply. Inventory objectives, though generally neglected, are among the prerequisites for the smooth and economic functioning of any kind of co-operative business. Inadequate and erratic supply of materials hampers the operational efficiency, while excessive inventories have cost implications. Physical facilities such as office space, machine space, storage facilities, office equipment etc. will have to be planned in the context of production and marketing objectives. A processing unit, for example a sugar factory planning for an expansion of production volume, will have to set objectives in the fields of supply of sugarcane, fuel etc. Many sugar processing co-operatives are incurring serious losses because of lack of planning for the supply of sugarcane. Had they set objectives for expanding sugarcane cultivation by undertaking sugarcane cultivation on their own and/or helping and inducing the farmer to do so, their supply position would have been far better than what it is.

Finances provide the wherewithal of business, yet this is another area which has generally been neglected in the co-operative sector. Financial requirements must be assessed from year to year and objectives set for increasing financial resources. In what proportion

will financial needs be met from retained earnings, from loans or from raising new share capital, are some of the questions which must receive attention if a balanced capital is to be obtained. Financial objectives are also required in the areas of contribution margin, rate of return on investment, retained earnings, reserves and depreciation, dividends etc. It should always be borne in mind that an organisation which is financially unsound cannot be operationally efficient, and in order to achieve financial soundness, financial planning and goal-setting are essential prerequisites.

Profitability Objectives

Profit is something to which co-operative leaders, thinkers and professionals in general seem to be allergic. They hold that the co-operative enterprise should not make profit because it is something synonymous with capitalist exploitation, and it is the very thing against which people of small means join up to protect themselves and to serve their economic interests. In their view, co-operatives are set up to render service to their members rather than make profit. Nevertheless, the fact remains that profit occupies a very important place in the operations of a business enterprise. It provides the measuring rod for evaluating performance. There is no equally other quantitative and objective barometer of the degree of effectiveness and efficiency of a business. Profit is also important, as it provides a substantial source for financing the expanding operations of business. Not only are retained earnings derived from profits but the latter also attract potential members into the co-operative, and provide a sound basis for attracting loan capital. Every organisation must grow in the long-run, for an organisation which does not grow must decay; it cannot remain static. And no organisation can grow unless it makes profit and at least a good part of its capital requirements is derived from its retained earnings. Moreover, as observed earlier, unless an organisation makes profit it will not succeed in raising owned or loan capital. Again, if a co-operative organisation suffers losses year after year, who is going to provide the financial resources necessary to counterbalance them? At present, losses suffered by co-operatives are being met by the public exchequer, and there is certainly a limit to the Government's assistance in counterbalancing the losses suffered by co-operative organisations. People in general have lost faith in co-operatives and no longer consider them as an efficient form of organising business. In the common mind, a co-operative business is equivalent to inefficient management, and business losses. Co-operatives should, therefore, make profit if they want to retrieve their public image as a viable form of organising business; they should also make profit in order to minimise Government interference in their management, since it is obvious that if the Government is going to finance the operations of a co-operative, it will wish to assume at least some control over its management.

A very relevant question arises here: How much profit should a co-operative enterprise make? Co-operative enterprises provide return on capital in two forms: on the one hand they pay limited interest

on shares, and on the other distribute surpluses to members in relation to the individual member's business with the society rather than in relation to his investment in the capital of the society or on any other basis. This latter method of distributing surpluses has fallen by the wayside as many co-operative organisations do business with non-members as well, and may earn profit on this business. Many of these co-operatives, in case they earn surpluses, distribute profits in the form of dividends. A co-operative sugar processing factory may provide benefit to its members by ensuring them of a price for sugarcane higher than on the market. The first question therefore which faces a co-operative organisation is to decide how much and what kind of monetary benefit it wants to give to its members. This amount as well as the predetermined interest on capital should come out of profit. Then every organisation should accumulate funds to provide for its future growth and development, at least to some extent, if not fully. Thus, a co-operative enterprise should earn adequate profit to provide for interest on capital, for pecuniary benefits to members in the form of lower prices of consumer goods or higher prices for raw materials, and for future capital accumulation.

An important distinction between the profit objective of a co-operative and of a private enterprise is that the former has to balance it judiciously with the service objective. Co-operatives have significant overtones of social objectives of helping their members attain economic independence as producers and consumers through mutual help. For example, a consumer co-operative store aims at fulfilling consumer requirements by supplying quality goods at reasonable prices. This and similar social objectives of co-operative enterprises have to be judiciously combined with the profit objective. Then, the co-operatives not only obtain a large proportion of their requirements in capital from the Government at concessional rates, but also are afforded certain other benefits such as preference in certain areas of economic activity, i.e. sugar factories to be preferably set up in the co-operative sector, or fertilisers produced by public sector fertiliser factories to be distributed through co-operatives. These and other benefits which accrue to co-operatives as a result of state assistance and patronage impose upon the co-operative sector greater social responsibility than on the private sector. Thus profit objectives in a co-operative enterprise should be balanced not only with the service objective but also with social responsibility.

Management Performance

As in the case of organisation, managers should also have well-defined performance goals within the framework of the over-all objectives of the enterprise. Such objectives provide direction to managerial effort, act as criteria of decision-making and serve as standards of performance. They also permit better co-ordination of the activities of the various managers and departments. Each manager not only knows what he has to do but also what contribution he should expect from others. Each manager should set his goals in consultation with his superior within the framework of departmental or

divisional goals, measure his performance periodically against them, identify his achievements and failures, and take corrective action with a view to improving his future performance. This will not only provide a better orientation to his efforts but also motivate him to devote his abilities and energies to the achievement of the objectives which he has set for himself. This approach to management by objectives is based on Theory-Y of Management by Integration and Self-Control as proposed by Douglas McGregor (1).

Management development is yet another critical area where all organisations - co-operative and non-co-operative - should have distinct objectives. An organisation develops as its people develop; unless it trains managers to shoulder increasing responsibilities, it may find it difficult to recruit suitable personnel to fill positions in the higher echelons of management. A progressive organisation also needs high-quality managers to fill positions created as a consequence of expansion and diversification. Moreover, managers have to manage the organisations not only today but also tomorrow, and the technical, social, political and economic dynamism of our times is of such magnitude that tomorrow is likely to be very different from today. Managers have therefore to be trained to face tomorrow's challenge as well as today's; they have to be provided opportunities for continuous self-development and also be motivated to develop themselves. An organisation should have definite objectives and plans for ensuring development of its managerial personnel.

Worker Performance and Attitude

Individual and group performance goals should be set for workers in the same way and for the same reasons as for managers. Such goals will provide purpose and guidance to worker activities, serve as standards for measuring their performance, and also represent a means for securing their commitment and loyalty to the organisation.

Worker attitude is one of those intangible areas where it is essential but difficult to set precise objectives. The process will have to start by analysing and deciding upon the measures that should be taken to secure a healthy and positive attitude towards work and the organisation. Let us suppose that it has been decided that recognition of merit is a step that should be taken in this direction: objectives will have to be set regarding the process and method of identifying, measuring and rewarding meritorious performance. Merit awards will then be established and an organisational decoration and award of merit may be given to selected personnel every six months or every year.

Membership Attitudes and Participation

The successful operation of a co-operative enterprise depends significantly on membership attitudes and participation. Unlike a private enterprise, the members of a co-operative are not a random

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(1) Douglas McGregor, The Human Side of Enterprise.

collection of individuals. They are a socio-economic group with identical interests and common attitudes. The duty of a member of a co-operative does not end with paying membership subscription and acquiring shares. The member has to be actively involved in making the co-operative an effective instrument in changing the socio-economic conditions and relationships not only of the members but also of the local community. A co-operative cannot act as a moral instrument of socio-economic change unless its members are truly wedded to co-operative ideology and principles. This kind of commitment is a function of attitudes, which in turn is partially but significantly a function of education. Every co-operative society should take it upon itself to educate its members, and also contribute to the finances and organisation of co-operative education at the federal and national levels. Co-operative education and development of co-operative attitudes should be a distinct objective of a co-operative. Commenting on the need of enlightened membership in the successful functioning of co-operatives, a noted Swedish co-operator has observed that if we had the occasion to start the movement afresh, and if we were given the choice between two possibilities, that of starting without capital but with enlightened membership and staff or, on the contrary, that of starting with a large amount of capital and ill-informed members, our experience would incline us to choose the first course".

Active member participation in the conduct of the affairs of a society is another precondition for its success, as also the best bet against the infiltration of vested interests and unscrupulous politicians, particularly so in the case of India. A co-operative society must aim at exploring all possible avenues of involving as many members as possible directly or indirectly in its functioning. This is much more possible in the case of a small primary credit or marketing society, than in the case of large and geographically dispersed service societies, urban consumer stores, processing units, etc. In the latter case, the society should organise members in various geographical areas into co-operative councils with definite social and educational programmes for member involvement and participation. These councils could also send their delegates to the managing bodies, or as representatives to elect the board of management. The active involvement of members in social and educational activities such as co-operative library, co-operative recreation centre, co-operative school, co-operative children's park etc., would not only ensure their active participation in the affairs of the society, but would also have a demonstration effect and motivate other members of the community to become co-operators.

Social Responsibility

Co-operative business organisations, like all other business organisations, have a social impact because of their economic activities. They exist and operate in the social milieu and have an interactional relationship with various dimensions of its environment. These environments offer opportunities but also impose restraints on co-operative economic activities. Thus an organisation which draws its sustenance from society and is a social tool for the performance

of its economic activities cannot survive in the long-run unless it measures up to social expectations and fulfils the socially assigned role. Co-operative enterprises have been conceived as an instrument for bringing about socio-economic transformation of the country along the lines of a democratic socialism. Therefore, co-operatives have wider and more significant social responsibilities than their counterparts in the private sector. They are expected to protect and promote the development of the economically weaker sections of the community, act as a bulwark of decentralisation, counteract and counterbalance, at least to some extent, monopolistic tendencies in economic operations, and generally assist the Government in its developmental, distribution and price stabilisation policies.

A co-operative enterprise must visualise its role as a social organism of economic activities, identify the areas of its social responsibility, and have definite objectives. For example, a co-operative credit society is not merely an institution for the distribution of agricultural credit but is also an agency of agricultural development and rural regeneration; or a consumer co-operative store is not merely an agency for the distribution of goods at reasonable prices but also an instrument for enforcing healthy trade practices among private traders. Considered from this angle, every co-operative organisation has a much wider role than merely conducting its day-to-by business in its narrow field of economic activity: from time to time it must determine specific objectives to ensure that it discharges its social responsibility and performs the role expected of it.

The objectives referred to in the nine areas mentioned above are essential for the efficient and effective performance of a co-operative organisation; they will have to be established for long-term as well as short-term periods. There will be need for adjustment in case of conflict between two or more objectives, for example in the areas of market standing, innovation, profit, member service, social responsibility etc. They will determine the choice of activities to be performed and of actions to be taken to achieve the desire

results. This will require an efficient information system and managerial ability to predict the future. As observed by Peter Drucker, "objectives in the key areas are the 'instrument panel' necessary to pilot the business enterprise. Without them management flies by the 'seat of its pants' - without landmarks to steer by, without maps and without having flown the route before. However, an instrument panel is no better than the pilot's ability to read and interpret it. In the case of management this means ability to anticipate the future. Objectives that are based on completely wrong anticipations may be worse than no objectives at all". (1)

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(1) Peter F. Drucker, op. cit. p. 74.

History

Malaysia

A Trend Analysis of the Structure of the Co-operative movement in West Malaysia, 1922-1967 (1)

Introduction

The co-operative movement in West Malaysia has had a long history of development under basically two political systems. Prior to 1957 when Independence was achieved, the British maintained a colonial hegemony over West Malaysia and thus were in a position to formulate and implement economic policies biased to their own specifications. The heyday of British rule, however, terminated abruptly with the Japanese occupation (1940-1945) after which nationalistic movements were inspired with a strong motivation to self-government. The period 1946-1957 was thus a transitional stage when British colonial policies were more inclined to include nationalistic aspirations.

For the purpose of this paper, therefore, the lengthy period of co-operative development in West Malaysia can be analysed under two perspectives coinciding with two different political regimes. It is thus an objective of this paper to investigate the hypothesis that the colonial vis-a-vis the nationalistic Government of West Malaysia generated different rationale and hence varying strategies for co-operative development.

The scope of this paper is limited to the study of the structural characteristics of the co-operative movement; the co-operative structure being simply defined as the aggregate of its primary and secondary segments (2). The structural variables that are available in a finite date series are those reflecting various aspects of co-operative activity. These variables pertain to the number of societies, members and various items of financial data (3).

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(1) By L.J. Fredericks. This article is based on Chapter V of a doctoral dissertation presented by the author to the Royal Agricultural College of Sweden.

(2) The primary segment is composed of societies having as their members the primary producer, worker or consumer. The secondary segment, on the other hand, constitutes those societies having other co-operatives as their members. No distinction is made in this study between secondary and tertiary societies as such.

(3) For a complete inventory, see the variable list following below.

Methodology

Since the statistical data pertaining to the West Malaysian co-operative movement is subjected to a linear trend analysis, some brief notes are given to enable the readers to follow the underlying bases of the analysis.

Fitting a trend to time-series data (i.e. data which is continuous and comparable over a fairly long time period) simply means an attempt to formulate some relationship (in the form of an equation) between time (t) as the independent variable and, say, the number of co-operative societies or the yearly growth of share capital. Basing the trend relationship on a linear (i.e. straight line) equation implies that growth or decline are assumed to take place on a constant factor basis, for example, the growth of the aggregate number of co-operative societies between 1923 through to 1967 when fitted with a linear fitting equation reveals that the growth was positive over that period.

Where the general form of linear estimating equation of the trend line is $Y_x = a + bX$ with X = time variable (year)

a = constant (or Y-intercept)

b = trend coefficient

Y = dependent variable (number of societies, share capital, etc.)

then, using the least square method of estimating the above equation, the following normal equations are used:

$$na + b\Sigma x = \Sigma Y \quad \text{------ I}$$
$$a\Sigma X + b\Sigma X_2 = \Sigma XY \quad \text{------ II}$$

It should be obvious that any linear equation that is generated to indicate growth or decline in some variable relative to time must be acceptable within certain statistically determined limits. Various statistical tests have been used in this study including the following.

Regression Coefficient = 'r' is a measure of the closeness of the relationship between two variables and is calculated by using the formula

$$r_{yz} = \frac{\Sigma xy}{\sqrt{(\Sigma x^2)(\Sigma y^2)}}$$

The **Standard Deviation** (s.d.) or the standard error of estimate is an important measure of dispersion (and hence a measure of the goodness of fit) in the data series. It is measured by

$$S_{y.x} = \sqrt{\frac{\Sigma (y.x)^2}{n}}$$

The **Coefficient of Determination** = R^2 measures the explained variation in a data series. It is the square of 'r' above and is calculated by

$$R^2_{12} = \frac{\Sigma x^2_{1(2)}}{\Sigma x^2_1}$$

The 't' test or the 'Student t' test is based on the distribution of probabilities of the 't' statistic which is measured by

$$t = \frac{\bar{x} - \mu}{s_{\bar{x}}}$$

Were x is the sample mean

μ the hypothetical population mean

$s_{\bar{x}}$ estimated standard error

Based on the functional relationship of 't' with the sample and population means and the standard error of estimate, there are various limits of acceptance (or significance) of the regression or trend coefficient that is generated in the estimates of the linear trend equation. In other words, the significance of the trend coefficient can be related to probability theory. The trend coefficient calculated in this study are not all acceptable at uniformly high probabilities. In some cases as where 't' is significant at the 0.025 per cent level (e.g. x_3, x_7, in Table 11), then the fit is not acceptable and some other form of the estimating equation is probably required.

The structural analysis provided in this study is based on a linear trend study regressing each of the structural variables on time as the independent variable. The linear trend study itself is based on various components of the aggregate structure, its primary and secondary segments and the more important functional strata. Again, the temporal basis of the study is varied to include not only the whole time-period (1923-1967) (1) but also a bi-periodic analysis to facilitate an examination of structural changes under two different regimes.

The computer program used is a modified regression program developed by the "Prisprognosgruppen" of the Institution for Ekonomi och Statistik of the Royal Agricultural College of Sweden. The IBM 370/155 of the University of Uppsala Data Centre (UDAC) was utilised to run the program.

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(1) Data for 1922 is not sufficiently comprehensive for inclusion into the data series.

Limitations

It is not unexpected that various limitations can be readily identified for a data series spanning 50 years. A definitional problem related to the identification of the functional forms of co-operative activity and the structural variables analysed exists. To illustrate the former case, while no apparent problem arises in the identification of Rural Co-operative Credit Societies (RCCS) or Thrift and Loan Societies (T-L), some definitional nuances must be applied to differentiate among rural shops, village shops, shops in places of employment and urban stores. To illustrate the latter case, while the definition of each structural variable in the series has been fairly consistent over the period, what may project a misleading impression is the existence of certain variables during the postwar period and their absence in the pre-war period. This is particularly true of data pertaining to "other reserves", "loans received" and "loans outstanding" that are mentioned in the pre-war annual reports but omitted in the official statistics.

A second constraint is posed by the reliability of the data utilised in this study. A researcher is unable to vouch for the veracity of the statistical data based on statistical returns submitted by co-operative societies. On the other hand, one can reasonably assume that the societies and the co-operative bureaucracy have little to gain by either consciously over- or under- estimating the data.

The scope of the statistical series, i.e. the inventory of structural variables, are biased towards the credit societies as a consequence of their predominance in the aggregate structure. Thus, there are no continuous or reliable figures available on co-operative marketing activities (for instance, the volume of rice milled and marketed).

Three assumptions have been made regarding the quality of the statistical material available. In the first place, the period of the Japanese occupation saw a marked diminution in co-operative operations with no available published data to gauge the extent of even these activities. For analytical purposes, the data is treated as a finite series and the regression equations are based upon this constraint. A second statistical weakness arises from the lack of cost-of-living index with which to deflate the Malaysian dollar values in the data series. This obviously gives rise to a serious over-estimation bias particularly for the post-war period data. However, as a partial remedy, the biperiodic trend analysis is also undertaken. A third statistical limitation is based on the conscious application of the simple linear regression equation to the data. In most cases this proved the line of best fit but for certain data, it would appear that the exponential function would have been a better estimating equation.

Aggregate Structural Trends

Before examining the growth trends of the movement in aggregate, it is worth observing that the data is based on approximately 99 per cent of all West Malaysian registered co-operatives (1). It is convenient at this point to list the 12 structural variables that are included in the trend analysis. The inventory includes the following:

x_1 = number of societies

x_2 = societies which are members of other societies

x_3 = membership of societies (x_1)

x_4 = share-capital

x_5 = deposits

x_6 = statutory reserves

x_7 = other reserves

x_8 = loans received from external sources

x_9 = loans outstanding to external sources

x_{10} = loans granted to members

x_{11} = outstanding loans due from members

x_{12} = a composite variable defining "working capital"
(= $x_4 + x_5 + x_6 + x_7 + x_8$)

Table 1 provides the observed aggregate data over the period 1923-1967. Table 2 provides a summary of the trends in the form of regression coefficients (2), R^2 and standard deviation values and the 't' test for the "goodness of fit" of the estimated trend line, for the periods 1923-1967 (period t_1), 1923-1939 (t_2) and 1947-1967 (t_3).

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(1) The societies not included are those difficult to classify under the 32 different societies and unions defined for this study.

(2) The regression coefficient is the yearly average change (positive or negative) in the trend of the absolute value of the variable.

Table 1

Aggregate figures-all societies

Year	No of Soc.	Soc. memb. of other Soc. (1)	Member-ship(2)	Share-Capital $ (3)	Deposits $ (3)	Statutory Reserve $ (3)
1923	19	0	2361	66981	6000	480
1924	39	0	6510	259667	25860	5556
1925	68	0	9443	436816	42966	6582
1926	115	0	15249	926222	64220	17459
1927	120	0	17819	1457606	46720	38386
1928	144	0	21930	2063819	35980	71930
1929	167	0	29695	2691568	90986	116774
1930	200	7	37679	3283812	53076	185122
1931	206	7	35554	3676878	29174	231346
1932	233	7	34611	3535764	49476	303736
1933	315	25	44675	3898624	26298	328218
1934	351	37	55761	4606853	76053	338062
1935	395	41	65776	5462569	94639	350525
1936	474	43	80143	6351537	144759	385953
1937	550	49	104365	7576662	195727	424818
1938	594	62	103102	8396090	213365	463977
1939	666	64	111036	9138676	229629	481143
1947	839	50	88989	6237222	339739	669093
1948	859	51	91041	7272869	525282	688185
1949	906	58	108182	9293740	874008	699179
1950	990	61	108977	10451688	924709	779058
1951	1387	377	181112	15751360	1837043	890848
1952	1561	492	200144	18833056	1627452	890844
1953	1657	596	194397	24311760	2452888	1070761
1954	1754	680	211433	29739344	3133004	1469395
1955	1976	869	223215	39388800	4445623	1900816
1956	2118	999	239751	53079488	5362837	2481845
1957	2236	1317	266549	48025152	6431048	2697110
1958	2381	1522	272120	54349760	6389985	2869435
1959	2478	1720	283242	62551808	9159814	3100318
1960	2634	1865	297389	69965968	10392169	3402512
1961	2785	2333	369338	80012288	12107100	4160759
1962	2905	2684	393558	88936816	13760242	4712685
1963	2940	2841	409751	95719760	16149563	5345565
1964	2975	2866	420506	108455488	19374544	6044609
1965	3035	2914	434955	120293200	20152080	6911090
1966	3104	3055	470780	134827200	22688320	8006927
1967	2967	2361	477358	150492656	25056288	23248240

(1) These are societies which are members of secondary and tertiary cooperative societies.

(2) These are individual members of cooperative societies. The risk of double counting is minimal as the majority of members seldom belong to more than one society. At any rate, it is impossible to verify the actual extent of multiple memberships when dealing with aggregate data.

(3) Malaysian dollars at nominal, undeflated values.

Year	Other Reserves $ (3)	Loans Received $ (3)	Loans Outst. $ (3)	Loans Granted $ (3)	Outs. Loans due from members $(3)	Working Capital $ (3)
1923	0	0	0	96208	59421	73461
1924	0	0	0	359534	224343	291083
1925	0	0	0	627094	404678	486364
1926	0	0	0	1262898	856953	1007901
1927	0	0	0	1542059	1208622	1542712
1928	0	0	0	1972330	1592909	2171729
1929	0	0	0	1874301	1514469	2899328
1930	0	0	0	1884867	1528158	3532010
1931	0	0	0	1986503	1518232	3937398
1932	0	0	0	2818846	1280025	3888976
1933	0	0	0	1841109	1343967	4253141
1934	0	0	0	2411335	1802085	5020968
1935	0	0	0	2278317	1819277	5907733
1936	0	0	0	2355402	1739421	6882249
1937	0	0	0	2295248	1682354	8197207
1938	0	0	0	2440754	1790688	9073432
1939	0	0	0	2567716	1833960	9849448
1947	0	0	0	952330	1607713	7246054
1948	0	0	0	1983269	2035368	8486336
1949	0	0	0	3348969	5628173	10866927
1950	9185	0	0	4312831	3598167	12164640
1951	0	200000	0	7244191	5266998	18679248
1952	0	700000	14131	9410314	12550252	22051328
1953	0	926650	0	12828597	10539773	28762032
1954	0	1395000	0	18125296	13056775	35736720
1955	0	3927670	0	25624288	21164672	49662896
1956	0	6420100	0	31597824	30759440	67344256
1957	956948	11719418	16253935	36804800	34211616	69829648
1958	2202378	17730496	23164960	46392928	46580144	83542032
1959	7873151	16977168	29239952	46506032	55545856	99662224
1960	11089547	12906631	28921296	48014304	57788992	107756800
1961	13578346	12738280	29830544	50046272	61012592	122596736
1962	15649331	13315101	26966672	52315568	63246832	136374144
1963	18332336	15797254	31200368	55666624	69810256	151344448
1964	17735680	13935459	32663504	66667968	81658112	165545776
1965	28604176	17628872	51649024	79866752	95190160	193587216
1966	33822544	10049950	58760640	87893776	113136720	209394912
1967	7542939	17193072	49519232	112376176	136775312	223533184

Table 2 Trend analysis, aggregate data, 1923-67.

Variable[+]	1923-67		1923-39		1947-67	
	r (s.d.)	R^2	r (s.d.)	R^2	r (s.d.)	R^2
x_1	74.81 (3.4)	0.93	38.72 (2.4)	0.95	125.8 (5.7)	0.96
x_2	79.9 (86.6)	0.75	7.06 (0.54)	0.95	170 (9.9)	0.94
x_3	9839 (6086)	0.88	6764 (507)	0.92	20040 (736)	0.98
x_4	2,521,000 (271,300)	0.71	553,400 (28,400)	0.96	6,995,000 (356,100)	0.95
x_5	406,700 (51,720)	0.63	11,270 (2,069)	0.66	1,230,000 (84,190)	0.92
x_6	180,600 (37,080)	0.40	34,300 (1,541)	0.97	577,900 (126,100)	0.53
x_7	1,640,000* (487,100)	0.53	-**	-**	1,640,000* (487,100)	0.53
x_8	1,053,000 (195,000)	0.667	-**	-**	1,053,000 (195,000)	0.66
x_9	3,470,000 (431,400)	0.87	-**	-**	3,470,000 (431,400)	0.87
x_{10}	1,678,000 (197,900)	0.67	134,700 (20,540)	0.74	4,853,000 (305,400)	0.93
x_{11}	2,007,000 (256,200)	0.63	97,350 (15,420)	0.73	6,073,000 (430,200)	0.91
x_{12}	3,859,000 (4,421,000)	0.68	599,000 (29,900)	0.96	11,150,000 (476,300)	0.95

[+] For the definition of the variables, see variable list preceding.

r = regression coefficient

s.d. = standard deviation

R^2 = coefficient of determination

* = 't' test significant only at the 0.005 per cent level. For other regressions, the 't' test is significant at the 0.0005 per cent level.

** = data unavailable for the period 1923-39.

Taking variable x_1 first, the regression coefficient for period t_1 is 74.81 compared to the period t_2 coefficient of half this value. Thus pre-war growth was less than the overall average while the post-war period indicates the phase of accelerated co-operative development. These differential growth features can be related to the underlying rationale in co-operative policy in the colonialist and post-war periods. During the pre-war period, colonial co-operative policy was predicated upon cautious experimentation by the Co-operative Department with little overt pressure exerted on co-operative development. The post-war period, however, reflected a basic change in the co-operative policy from the principle of financial non-involvement in a policy of active Government intervention including financial subventions to the movement. This policy change reflected an adjustment to the changing Government perspective to planned economic development that eventually climaxed in the co-operativisation phase in rural development. Simultaneously, the Korean War- induced inflation and the food- rationing strategy during the Emergency (1) forced Government to actively participate in the development of a consumer co-operative chain.

A similar pattern is shown for the third variable (membership) and the fourth variable (share-capital). It is to be expected that the number of members and size of share-capital is related to the number of societies. Growth is greater in the post-war period than during 1923-1939. In relation to the number of societies (x_1) the membership size of co-operative societies is bigger in the post-war period (2) as is the share-capital per society (3). The growth of share-capital (to finance co-operative activities) in the post-war period is greater than the rate of growth of membership (4). Deposits, however, have grown less in the aggregate than share-capital although the tendency to save more in co-operatives is particularly evident in the post-war period. It is interesting to note that the growth of deposits is about half the aggregate growth in share-capital and greater than share-capital growth during 1923-1939.

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(1) The Emergency was a period of armed insurrection in West Malaysia lasting between 1948-1960.

(2) $\frac{r_3 t_2}{r_1 t_2}$ is greater than $\frac{r_3 t_1}{r_1 t_1}$ where t_2 = 1947-1967, t_1 = 1923-1939 and r_i is the regression coefficient in the 'i' -th period.

(3) $\frac{r_4 t_2}{r_1 t_2}$ is greater than $\frac{r_4 t_1}{r_1 t_1}$

(4) $\frac{r_4 t_2}{r_1 t_2}$ is greater than $\frac{r_3 t_2}{r_1 t_2}$

A third feature is the apparently complete absence of loans received from outside sources (x_8) in the pre-war period. This does not exactly reflect the true picture as there existed a tendency to inter-sectorial financing in the early stages of co-operative development. Compared to the pre-war period, however, external loan funds have increased tremendously in the post-war period, mainly from Government sources and directed particularly to the rural sector. The growth in outside loan funds is much less than the growth of deposits, for instance, and obviously less than the share-capital growth in the post-war period.

For the movement in aggregate, external loans were not the only or highest source of its working capital. This is shown clearly in the larger regression coefficient for variable x_{10} compared to x_8. Thus endogenous capital has been a prime source of financing co-operative activites and as external loans had a rural bias, this indicates the independent funding capacity of the non-rural sector of the co-operative movement. Outstanding loans (to outside creditors and from members to lending co-operatives), tend to be larger than loans received, indicating, possibly, either that loans are lent beyond the one-year period or that co-operative members have not been punctual in their repayments.

Another feature is shown by variables x_6 and x_7 (statutory reserves and other reserves). Statutory reserves are a mandatory fund to which first payment from outstanding surpluses generated by a society has to be made at a rate specified in the Co-operative Ordinance. Thus this fund (and, similarly, "other reserves") is indicative of the profitability of co-operative operations. From Table 2 it would appear as if the post-war increases in the reserve fund reflect greater profitability in co-operative operations but this has to be interpreted cautiously because of the low R_2 coefficients.

A final characteristic that indicates an important structural development in the co-operative movement is shown by the second variable (societies which are members of secondary unions). Structural growth began as early as 1930 but is relatively weak compared to the post-war developments. This would appear to reflect a trend to the formation of a mature movement but a larger number of unions and other secondary societies owed their existence directly to Government policy (1).

In brief, the aggregate structural trends in the co-operative movement show a definite pattern of differentiated growth in the two periods 1923-1939 and 1947-1967. This divergent development pattern is related to the co-operative policies implemented under two different political regimes. In the colonial regime, co-operative development was peripheral to colonial economic interests although it represented a primal effort at agricultural development. In the post-war period when policies became more nationalist- oriented, co-operation gradually became the basis of developmental strategy. Reflecting this is the incidence of relatively massive Government loans in the post-war period.

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(1) For example, the banking unions in the rural sector.

All the structural variables reflect this differentiated growth pattern on an aggregate basis. The following sections in presenting an analysis of trends in the secondary and primary sectors of the co-operative movement will provide useful insights into the nature and extent of deviations from this pattern.

Structural Trends in the Secondary Sector

Table 3 provides the data relevant for the secondary sector of the co-operative movement (unions, apex societies and four large co-operatives having both co-operative societies and individuals as members). It is important to note that the second variable now represents the number of societies which are members of secondary societies while the third variable shows the number of individual members of these secondary co-operatives. Table 4 provides the regression coefficients for the linear trend analysis of the structural variables pertaining to the secondary sector.

The major feature of the secondary structure is that secondary structural growth is predominantly a post-war phenomenon (note the virtual absence of data in the 1923-1939 period). Whatever activities were undertaken by the secondary societies in the pre-war period were mainly co-ordinative rather than financial. In fact as variables x_4, x_6 and x_{12} indicate, the regression coefficients are negative, showing decreases (for this group) in share-capital, statutory reserves and working capital up to 1939.

The growth of secondary societies has been gradual and concentrated mainly in the post-war period but it would appear from a comparison of the second variable for the secondary sector and in aggregate (Table 2) that a high proportion of primary societies are affiliated to secondary societies (note also the higher regression coefficient for x_2 in the secondary sector). However, this does not indicate the absolute percentage of affiliation to secondary societies as multiple memberships are quite usual.

The rate of investment in the share-capital of secondary societies is lower than for the aggregate movement thus indicating that financial resources are concentrated in the primary sector of the movement. Deposits in secondary societies are a post-war feature although the rate at which deposits are accumulated in secondary societies is faster than for the 1923-1967 period for the aggregate data.

Variables x_6, x_7, x_8 and x_9 exhibit low R^2 values. While the regression coefficient for loans outstanding from members is greater than the loan extended by secondary societies, these values are small in proportion to the corresponding values for the aggregate data.

Table 3

Secondary Societies

Year	No of Soc.	Societies	Member-ship	Share-Capital*	Deposits *	Statutory Reserve *
1930	1	7	0	893	0	700
1931	1	7	0	918	0	700
1932	1	7	0	588	0	700
1933	4	25	0	578	0	700
1934	6	37	0	704	0	100
1935	6	41	0	0	0	0
1936	6	43	0	0	0	0
1937	7	49	0	0	0	0
1938	9	62	0	0	0	0
1939	10	64	0	0	0	0
1947	10	50	0	0	0	0
1948	10	51	0	0	0	0
1949	11	58	0	3200	0	0
1950	11	61	0	6800	0	1406
1951	18	377	0	199867	83700	1406
1952	21	492	0	220727	13333	1406
1953	24	596	3	243502	56289	4745
1954	27	680	24	317733	71927	6796
1955	28	869	97	792582	60235	13322
1956	32	999	105	950162	387697	21489
1957	41	1317	1253	1105769	509362	26553
1958	45	1522	2323	979884	492113	59444
1959	48	1720	3585	1338034	971697	86346
1960	49	1865	4994	1387060	1790708	141222
1961	52	2333	12022	2187606	2612248	196572
1962	56	2684	18100	2610095	3374887	238539
1963	57	2841	27271	2843433	3964160	254791
1964	57	2866	36562	3035390	2444890	349657
1965	58	2914	40149	3379757	2913461	325393
1966	59	3055	41523	3642298	3688779	476371
1967	51	2361	36459	2779841	3711798	14458410

* See footnote (3) of table 1 since it applies here as well.

Table 3 (cont.)

Year	Other Reserves *	Loans Received *	Loans Outst. *	Loans Granted *	Outst. L. due from members *	Working Capital *
1930	0	0	0	0	0	1593
1931	0	0	0	0	0	1618
1932	0	0	0	0	0	1288
1933	0	0	0	0	0	1278
1934	0	0	0	0	0	804
1935	0	0	0	0	0	0
1936	0	0	0	0	0	0
1937	0	0	0	0	0	0
1938	0	0	0	0	0	0
1939	0	0	0	0	0	0
1947	0	0	0	0	0	0
1948	0	0	0	0	0	0
1949	0	0	0	0	0	3200
1950	0	0	0	0	0	8206
1951	0	0	0	440985	43505	284973
1952	0	0	0	1139340	397000	235466
1953	0	0	0	923300	1096191	304536
1954	0	0	0	1719361	1201407	396456
1955	0	1928835	0	3821200	4482076	2794974
1956	0	3210050	0	5936275	6830382	4569398
1957	107342	6768087	8983960	7098420	7845205	8517113
1958	315759	10123079	12286565	10026772	10884663	11970279
1959	715373	13540530	18171664	10737197	14977133	16651980
1960	1424759	9618875	18310480	7643191	14340086	14362624
1961	2376346	6660453	16728377	6053917	12409954	14033225
1962	2962873	10885705	12845539	7022972	10787049	20072096
1963	3948015	9622033	13328865	6587748	11251791	20632432
1964	1208385	9194725	18369216	5789519	12802969	16233047
1965	7164761	12987209	23897408	10558933	19982944	26770576
1966	1353696	6910309	20203600	9364673	23415680	26071536
1967	1703409	1459280	22804752	15438412	27720368	24112736

Table 4. Trend analysis, secondary sector data, 1923-1967

Variable	1923-1967		1923-1939		1947-1967	
	r (s.d.)	R^2	r (s.d.)	R^2	r (s.d.)	R^2
x_1	1.6 (0.12)	0.87	1.5 (0.09)	0.94	2.8 (0.17)	0.93
x_2	19.9 (8.7)	0.75	7.07 (0.54)	0.95	170 (9.8)	0.94
x_3	3,458 (390)	0.86	(1)	(1)	3,458 (391)	0.86
x_4	83,670 (12,710)	0.63	-72 (2) (42)	0.49	211,700 (14,740)	0.92
x_5	279.000 (20,930)	0.85	(1)	(1)	279,000 (29,930)	0,85
x_6	70,600 (2) (50,620)	0.08	-120 (2) (69)	0.50	274,500(2) (142,700)	0.12
x_7	660,200 (2) (263,300)	0.14	(1)	(1)	660,200(4) (263,300)	0.41
x_8	171,500 (2) (297,100)	0.03	(1)	(1)	171,500(2) (297,100)	0.03
x_9	1,042,000 (3) (308,400)	0.56	(1)	(1)	1,042,000(3) (308,400)	0.56
x_{10}	650,900 (122,400)	0.65	(1)	(1)	650,900 (122,400)	0.65
x_{11}	1,484,000 (152,500)	0.86	(1)	(1)	1,484,000 (152,500)	0.86
x_{12}	637,400 (110,200)	0.60	-192 (46)	0.85	1,664,000 (119,700)	0.92

(1) Data not available.

(2) 't' test not significant.

(3) 't' significant at the 0.005 per cent level; for other distributions, significant at the 0.0005 per cent level.

(4) 't' significant at the 0.025 per cent level.

Apart from these aggregate structural developments in the secondary sector of the co-operative movement, other significant characteristics appear in a more detailed study undertaken by the writer (1). The more relevant parts of this study are given below.

Figure 1 shows clearly one feature which determines and limits inter-cooperative relations in West Malaysia (2). The apex of the basically pyramidal structure consists of not one organisation but two: the Co-operative Union of Malaysia and the Co-operative Apex Bank of Malaysia (or Apex Bank). These organisations represent the co-operative movement in two geo-economic regions, urban and rural respectively. A closer examination of Figure 1 reveals that the division in the movement runs all the way through the secondary unions to the primary societies. Thus, with one apparent exception, one could state that no secondary rural-based union represents a society in the urban sector and vice-versa.

Similarly, the apex organisations strictly represent only those societies within their region. The secondary sector thus contains two distinct segments of the co-operative movement which are discussed in turn below.

The urban segment

The second tier in the co-operative structure contains the regional and functional unions, reflecting the basically credit and housing activities of the primary base. These regional unions which were mainly formed in the pre-war period theoretically allow unrestricted member affiliation. However, it is a telling comment on the divisive tendencies in the West Malaysian movement that these regional unions only represent the urban-based societies (see Table 5). The degree of concentration (3) of its real membership (urban-based societies) in the regional unions never exceeds 40 per cent while this ratio of the potential membership (inclusive of rural-based societies) is negligible.

There are seven functional unions of which the Malaysian Co-operative Wholesale Society (MCWS) was the earliest established. It would appear from Figure 1 that this society enjoys the unique distinction of providing a measure of unity between the urban and rural segments. However, this feature is now only of historical interest as MCWS operates as a wholesale agency for its wholly-owned subsidiary retail outlets in the Federal Land Development Authority schemes.

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(1) L.J. Fredericks, Co-operative Structure in West Malaysia, in Yearbook of Agricultural Co-operation, 1972, K.J. McCready (ed.), Basil Blackwell, Oxford, 1972, pp. 198-217.

(2) Early in 1971, tripartite discussions led to the formation of Angkasa, the national co-operative institution for West Malaysia. Structural changes vital to the development of the movement are in the process of being initiated.

(3) Defined as the ratio of the number of primary societies affiliated to a secondary society to the potential membership body.

Figure 1

Structure of co-operative movement, West Malaysia, 1967

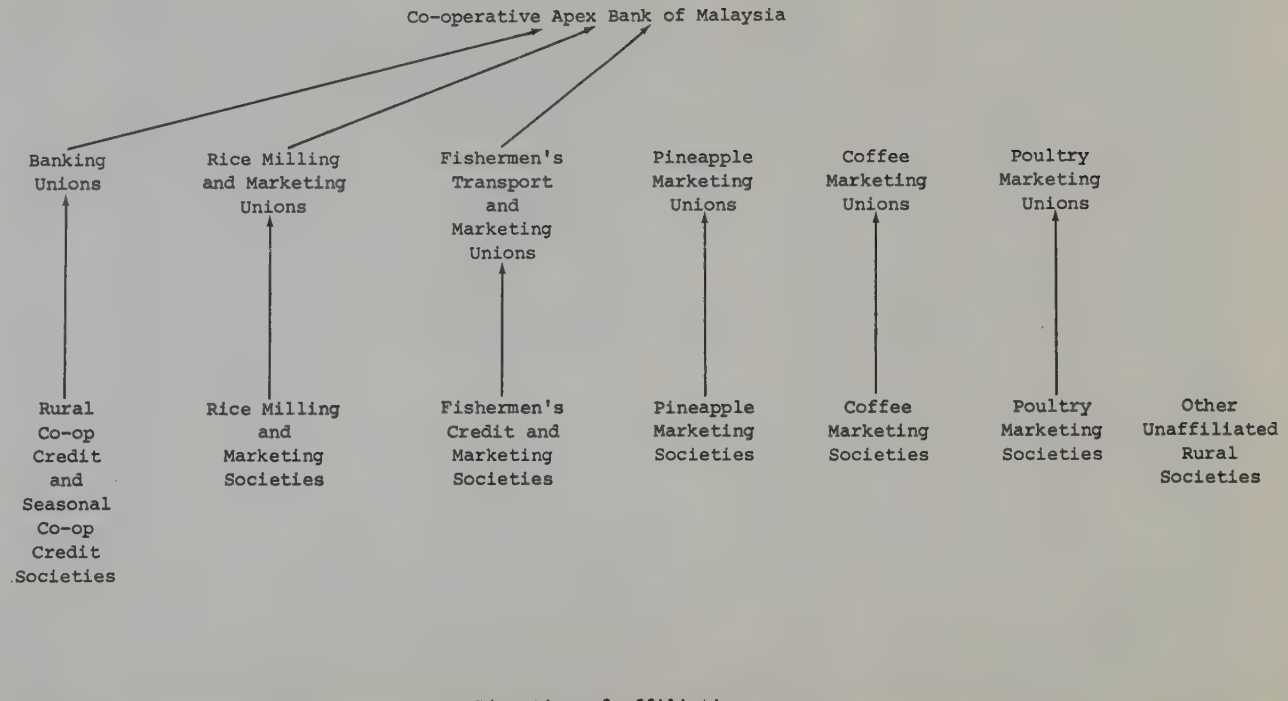
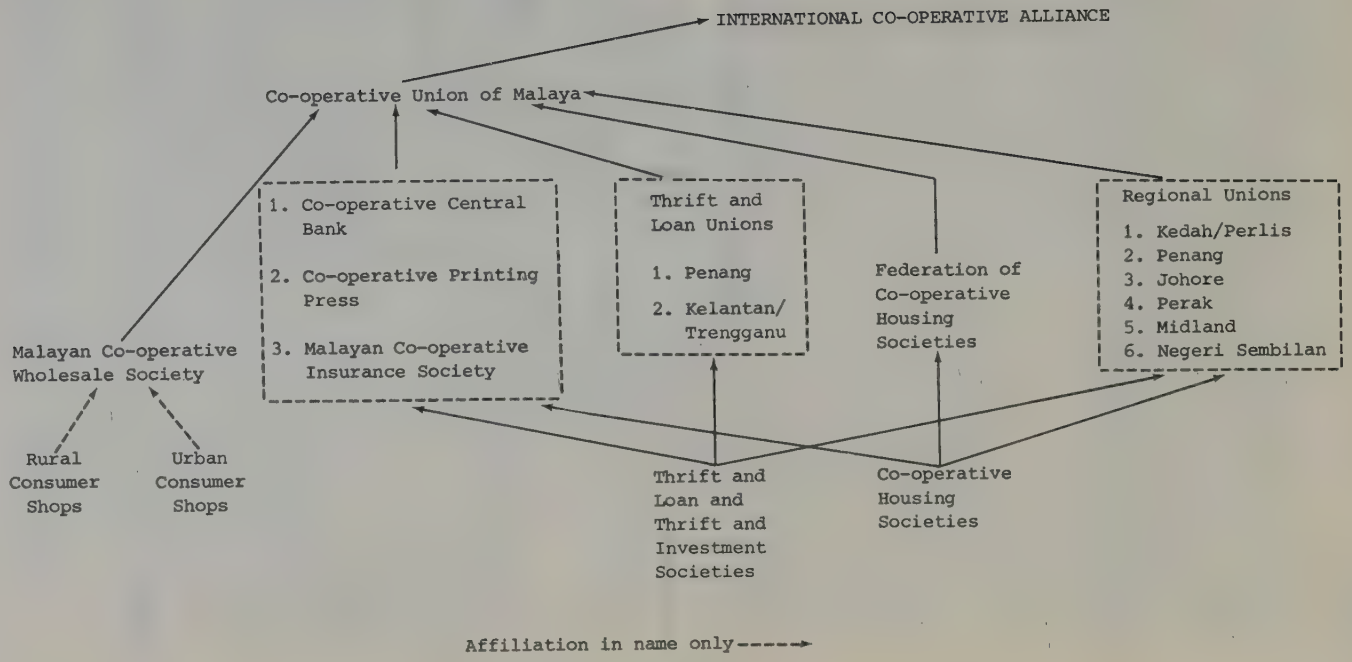

Co-operative Apex Bank of Malaysia
Banking Unions
Rice Milling and Marketing Unions
Fishermen's Transport and Marketing Unions
Pineapple Marketing Unions
Coffee Marketing Unions
Poultry Marketing Unions
Rural Co-op Credit and Seasonal Co-op Credit Societies
Rice Milling and Marketing Societies
Fishermen's Credit and Marketing Societies
Pineapple Marketing Societies
Coffee Marketing Societies
Poultry Marketing Societies
Other Unaffiliated Rural Societies
Direction of affiliation

Figure 1

Structure of co-operative movement, West Malaysia, 1967 (cont.)



Of all urban unions, the Malaysian Co-operative Insurance Society has been most active, followed by the Co-operative Central Bank. The others are largely inactive or are undergoing a period of resuscitation.

The apex society in the urban segment is the Co-operative Union of Malaysia to which are affiliated all the urban-based secondary societies. Apart from representing co-operative interests, the major function of the Union is mainly educational.

Table 5 **Degree of concentration in urban regional unions, West Malaysia, 1967.**

Union	Total no. of primary societies in region		No. of primary societies affiliated to Union	Degree of concentration	
	Urban	Urban and rural		Urban (%)	Urban and rural (%)
Midlands	249	705	32	12.8	4.5
Penang	45	248	17	37.7	6.8
Kedah-Perlis	44	798	17	38.6	2.1
Johore	59	252	23	38.9	9.1
Perak	116	535	30	25.8	5.6
Negeri Sembilan	66	210	8	12.1	3.8

Source : Fredericks, L.J., Cooperative Structure in West Malaysia, pp. 201.

The rural segment

The secondary structure in the rural segment does not completely represent the spectrum of activities performed by the primary societies. It is noteworthy, compared to the urban segment, that the primary societies, with a more clearly defined line of affiliation, are integrated into functional and regional unions. Also, the number of functional unions in the rural segment is not limited to one as in the urban segment. Table 6 shows the range of unions and the degree of concentration of their membership.

Reflecting the credit bias in rural co-operative activities, the major type of functional unions are Banking Unions which show the highest level of membership concentration among all rural-based unions. These unions are not always formed on a State basis: Perak, for example, boasts of six regional banking unions, compared to three in Kedah. The Banking Unions have met with varying degrees of success. However, in their major function - the consolidation and extension of co-operative funds - only limited success has been achieved as their major source of funds has been the Government under the seasonal loans scheme. A similar pattern is shown for the Rice Milling Unions and the Fishing Unions whose major scope of activity was circumscribed by the padi purchase scheme and the fishermen aid scheme respectively.

Thus, it is true to state that these unions have only acted as agencies of the Apex Bank (1) which was the major channel through which the Government operated its various co-operative schemes. The other functional unions are even less developed. Generally, their scale of operations is small because of their inability to attract new members.

The Apex Bank occupies a unique position in the structure of the rural-based co-operative movement. It is both the apex society of the rural segment and the apex organisation of the rural-based credit movement. Simultaneously, it has been the facilitating agency for Government loans and grants to the rural sector.

The Apex Bank was formed in 1954 by 12 Banking Unions and in 1967 represented 32 unions consisting of 1,600 primary societies with an aggregate membership of 70,000 individuals, 80 other societies and 69 individuals. Because of its central role in the co-operativisation phase in rural development in the late 50's and early 60's, its major source of funds has been the Government. Thus its ability to function as the central financial institution to its members has been limited by this fact. Of late, however, with the decline in Government funding to co-operative societies in the rural sector, it has performed more dynamically rather than merely existing as a semi-Government agency.

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(1) In fact, this position has been formalised for certain banking unions, making them agencies of the Apex Bank rather than unions in their own right.

Table 6 Degree of concentration in rural functional unions, West Malaysia, 1967.

Union	No of Unions	No of Primary Rural Functional Societies	No. of Primary Societies affiliated to Union	Degree of concentration (%)
Banking	21	1,596	1,508	94.4
Rice Milling	12	392	224	57.1
Fishermen's Transport and Marketing	2	86	43	50.0
Pineapple Marketing	2	11	10	90.9
Coffee Marketing	1	3*	1	
Poultry Marketing	1	5	5	100.0

Source : Ibid.

* Includes one coffee marketing and two credit societies.

Evaluation of secondary structure

Apart from the features that each segment presents, a bird's eyeview of the whole secondary structure reveals certain undesirable characteristics. The first structural weakness is the sharp dichotomy between the urban and rural segments of the co-operative movement. This "dichotomisation" creates duplication and results in a wastage of scarce resources as contact between the two sectors of the movement has been minimal.

One of the major divisive tendencies is that the organisations constituting the two segments operate independently of each other, duplicating and even overlapping in function. Thus the Apex Bank, in its role as the central financial institution, and the Co-operative Central Bank theoretically fulfill the same function. Further, there is no inter-sectorial flow of expertise from the relatively better managed urban-based societies to the rural-based co-operatives.

Structural trends in the primary sector

In the discussion on the aggregate and secondary sector data it has been observed that the latter has formed a small but increasingly important part of the co-operative movement in terms of its constituent societies and finances. The predominance of the primary sector in the co-operative movement is thus emphasised. A comparison of Tables 7 and 8 with Tables 1 and 2 points to the largely similar structural trends for the aggregate and primary sectors. This is true for the period 1923-1967 and particularly obvious for the pre-war period.

What is not indicated in Tables 7 and 8 is the multiplicity of the post-war co-operative activity. Where before the war co-operation consisted largely of credit societies, after 1946 a rapid extension into marketing, housing, consumer, transport, farming and other activities was undertaken. Simultaneously the coverage of co-operation spread beyond rice farmers, estate-workers and Government servants, while territorial expansion exceeded the pre-war zones of concentration (Selangor, Perak and Negeri Sembilan).

In order to supplement the aggregate characteristics of the primary sector, trend analysis has also been undertaken for functional categories selected for their agricultural and urban orientations. These categories are the T-L societies (Table 9), RCCS (Table 10), LCCS (Table 11), and rice marketing societies (Table 12).

Before examining each variable relevant to these functional categories, some general comments can be made. Both T-L and RCCS exhibit the aggregate pattern of slow growth in the pre-war period and exceptionally rapid development after 1946. However, a vital difference can already be noted in the rate of growth of the T-L societies relative to the RCCS group even at this early stage. The LCCS, on

the other hand, reflect an inconsistent pattern of faster growth (for some variables) in the pre-war period. For rice marketing societies activities are strictly limited to the post-1950 period.

Table 7

Primary Societies

Year	No of Soc.	Soc.	Member-ship	Share-Capital *	Deposits *	Statutory Reserve *
1923	19	0	2361	66981	6000	480
1924	39	0	6510	259667	25860	5556
1925	68	0	9443	436816	42966	6582
1926	115	0	15249	926222	64220	17459
1927	120	0	17819	1457606	46720	38386
1928	144	0	21930	2063819	35980	71930
1929	167	0	29695	2691568	90986	116774
1930	199	0	37679	3292919	53076	184422
1931	205	0	35554	3675960	29174	230646
1932	232	0	34611	3535176	49476	303036
1933	311	0	44675	3898046	26299	327518
1934	345	0	55761	4606149	76053	337962
1935	389	0	65776	5462569	94639	350525
1936	468	0	80143	6351537	144759	385953
1937	543	0	104365	7576662	195727	424810
1938	585	0	103102	8396090	213365	463977
1939	656	0	111036	9138676	229629	481143
1947	829	0	88989	6237222	339739	669093
1948	849	0	91041	7272869	525282	688185
1949	895	0	108182	9290540	874008	699179
1950	979	0	108977	10444888	924709	777652
1951	1369	0	181112	15551493	1753343	889442
1952	1540	0	200144	18612352	1614119	889438
1953	1633	0	194394	24068304	2396599	1066016
1954	1727	0	211409	29421648	3061077	1462599
1955	1948	0	223118	38596256	4385388	1887494
1956	2086	0	239646	52129392	4975140	2460356
1957	2195	0	265296	46919440	5921686	2670557
1958	2336	0	269797	53369984	5897872	2809991
1959	2430	0	279657	61213888	8188117	3013972
1960	2585	0	292395	68578992	8601461	3261290
1961	2733	0	357316	77824768	9494852	3964187
1962	2849	0	375458	86326816	10385355	4474146
1963	2883	0	382480	92876416	12185403	5090774
1964	2918	0	383944	105420176	16929728	5694952
1965	2977	0	394806	116913520	17238688	6585697
1966	3045	0	429257	131184992	18999616	7530456
1967	2916	0	440899	147712896	21344560	8789863

* See footnote (3) of table 1 since it applies here as well.

Year	Other Reserves *	Loans Received *	Loans Outst. *	Loans Granted *	Outst. L. due from members *	Working Capital *
1923	0	0	0	96208	59421	73461
1924	0	0	0	359534	224343	291083
1925	0	0	0	627094	404678	486364
1926	0	0	0	1262898	856953	1007901
1927	0	0	0	1542059	1208622	1542712
1928	0	0	0	1972330	1592909	2171729
1929	0	0	0	1874301	1514469	2899328
1930	0	0	0	1884867	1528158	3530417
1931	0	0	0	1986503	1518232	3935780
1932	0	0	0	2818846	1280025	3887688
1933	0	0	0	1841109	1343967	4251863
1934	0	0	0	2411335	1802085	5020164
1935	0	0	0	2278317	1819277	5907733
1936	0	0	0	2355402	1739421	6882249
1937	0	0	0	2295248	1682354	8197207
1938	0	0	0	2440754	1790688	9073432
1939	0	0	0	2567716	1833960	9849448
1947	0	0	0	952330	1607713	7246054
1948	0	0	0	1983269	2035368	8486336
1949	0	0	0	3348969	5628173	10863727
1950	9185	0	0	4312831	3598167	12156434
1951	0	200000	0	6803206	5223493	18394272
1952	0	700000	14131	8270974	12153252	21815888
1953	0	926650	0	11905297	9443582	28457552
1954	0	1395000	0	16405949	11855368	35340304
1955	0	1998835	0	21803104	16682611	46867952
1956	0	3210050	0	25661552	23929088	62774928
1957	849606	4951331	7269975	29706384	26366432	61312592
1958	1886619	7607420	10878411	36366192	35695504	71571856
1959	7157778	3436651	11068322	35768864	40568768	83010384
1960	9664788	3287756	10610845	40371136	43448944	93394256
1961	11202000	6077827	13102207	43992384	48602672	108563616
1962	12686458	2429396	14121153	45292656	52459824	116302144
1963	14384363	6175221	17871552	49078912	58558496	130712144
1964	16527358	4740734	14294304	60878480	68855184	149312912
1965	21439488	4639473	27751648	69307840	75207264	166816864
1966	22468976	3139641	38557088	78529136	89721088	183323664
1967	5839530	15733806	26714512	96937792	109054960	199420624

Table 8 Trend analysis, primary sector data, 1923-67.

Variable	1923-67		1923-39		1947-67	
	r (s.d.)	R^2	r (s.d.)	R^2	r (s.d.)	R^2
x_1	73 (3.3)	0.93	38 (2.3)	0.95	123 (5.5)	0.96
x_2	-**	-**	-**	-**	-**	-**
x_3	9,258 (522)	0.90	6,764 (507)	0.92	18,060 (582)	0.98
x_4	2,458,000 (263,600)	0.71	553,400 (28,410)	0.96	6,802,000 (349,200)	0.95
x_5	342,500 (42,390)	0.64	11,270 (2,069)	0.66	1,012,000 (72,310)	0.91
x_6	133,800 (15,290)	0.68	34,300 (1,534)	0.97	372,800 (28,810)	0.90
x_7	1,203,000* (340,300)	0.55	-**	-**	1,203,000* (340,300)	0.55
x_8	472,200* (140,300)	0.43	-**	-**	472,200* (140,300)	0.43
x_9	2,133,000 (368,400)	0.77	-**	-**	2,133,000 (368,400)	0.77
x_{10}	1,443,000 (172,800)	0.66	134,700 (20,540)	0.74	4,221,000 (266,700)	0.93
x_{11}	1,600,000 (202,700)	0.63	97,350 (15,420)	0.73	4,818,000 (340,600)	0.91
x_{12}	3,384,800 (380,700)	0.67	599,000 (29,920)	0.96	9,643,000 (510,700)	0.94

* 't' test significant at the 0.005 per cent level; for other distributions significant at 0.0005 per cent level.

** data not available or variable irrelevant for the period.

Table 9 Trend analysis, Thrift and Loan Society data, 1923-67.

Variable*	1923-67 r (s.d.)	R^2	1923-39 r (s.d.)	R^2	1947-67 r (s.d.)	R^2
x_1	4.8 (0.24)	0.92	4.08 (0.14)	0.98	9.0 (0.22)	0.99
x_3	2,940 (239)	0.81	1,722 (98)	0.95	7,029 (240)	0.99
x_4	1,921,000 (208,800)	0.70	425,300 (12,740)	0.99	5,356,000 (282,500)	0.95
x_5	102,700 (7,891)	0.82	10,960 (1,886)	0.69	228,300 (7,055)	0.98
x_6	83,110 (8,563)	0.72	32,210 (1,396)	0.97	216,900 (16,430)	0.90
x_7	706,300** (227,900)	0.52	-***	- **	706,300** (227,900)	0.52
x_{10}	1,274,000 (161,100)	0.63	121,700 (21,960)	0.67	3,850,000 (264,100)	0.92
x_{11}	1,233,000 (164,200)	0.61	87,590 (14,710)	0.70	3,781,000 (311,000)	0.89
x_{12}	2,253,000 (245,300)	0.70	463,500 (13,880)	0.99	6,300,000 (319,600)	0.95

* Variables x_2, x_8, x_9 are irrelevant for the period.

** 't' test significant only at the 0.01 per cent level. For other regressions, significant at the 0.0005 per cent level.

*** Irrelevant for the period.

Table 10 Trend analysis, Rural Cooperative Credit Society data, 1923-67.

Variable	1923-67		1923-39		1947-67	
	(a) r (s.d.)	R^2	r (s.d.)	R^2	r (s.d.)	R^2
x_1	39.12 (2.9)	0.83	3.9(d) (1.04)	0.48	84 (3.6)	0.97
x_3	1,601 (124)	0.82	65(c) (43)	0.13	3,339 (235)	0.92
x_4	100,300 (10,845)	0.70	4,303(d) (1,241)	0.45	280,400 (10,360)	0.97
x_5	38,140 (5,002)	0.62	-1,070(b) (507)	0.23	117,400 (8,264)	0.91
x_6	5,119 (667)	0.62	1,334(b) (620)	0.24	14,410 (1,669)	0.80
x_7	80,930(b) (41,690)	0.30	- (g)	-(g)	80,930 (41,690)	0.30
x_8	-11,590(c) (50,940)	0.003	- (g)	-(g)	-11,590 (50,940)	0.003
x_9	38,020(c) (49,560)	0.06	- (g)	-(g)	38,020 (49,560)	0.06
x_{10}	79,650 (10,790)	0.60	-1,645(c) (1,635)	0.06	122,000(f) (43,340)	0.29
x_{11}	185,800 (20,240)	0.70	2,315(c) (1,743)	0.11	496,200 (35,880)	0.91
x_{12}	214,000 (20,830)	0.75	4,566(e) (1,990)	0.26	545,200 (27,030)	0.96

(a) Variable x_2 is irrelevant for the period.

(b) 't' test significant only at the 0.05 per cent level.

(c) 't' test insignificant.

(d) 't' test significant only at the 0.005 per cent level. For other regressions, significant at the 0.0005 per cent level.

(e) 't' test significant at the 0.025 per cent level.

(f) 't' test significant at the 0.01 per cent level.

(g) Irrelevant for the period.

Table 11 Trend analysis, Labourers' Cooperative Credit Society data, 1923-67.

Variable*	1923-67 r (s.d.)	R^2	1923-39 r (s.d.)	R^2	1947-67 r (s.d.)	R^2
x_1	4.03** (1.37)	0.21	30.6 (1.69)	0.96	-11.4 (1.0)	0.87
x_3	94*** (204)	0.64	5,468 (513)	0.94	-789 (163)	0.55
x_4	134,900 (9,757)	0.85	162,400 (23,820)	0.79	265,700 (11,190)	0.97
x_5	853 (148)	0.58	437*** (1,691)	0.02	1,323 (337)	0.45
x_6	2,597 (98)	0.96	985 (138)	0.84	2,862 (270)	0.85
x_7	26,300*** (13,930)	0.28	-****	-****	26,300*** (13,930)	0.28
x_{10}	48,850 (4,507)	0.80	28,030 (3,835)	0.86	100,100 (5,366)	0.95
x_{12}	148,400 (10,970)	0.85	163,000 (23,910)	0.79	299,000 (12,040)	0.97

* Variables x_2, x_8, x_9 are irrelevant for the period.

** 't' test significant only at the 0.005 per cent level. For other regressions, significant at the 0.0005 per cent level.

*** 't' test insignificant.

**** Irrelevant for the period.

Table 12 Trend analysis, Cooperative Rice Milling Society data, 1951-67*.

Variable**	1951-67	
	r (s.d.)	R^2
x_1	2.3 (1.1)	0.96
x_3	3,457 (123)	0.98
x_4	122.500 (9,067)	0.92
x_5	16,010 (1,029)	0.95
x_6	64,210 (3,778)	0.95
x_7	97,690*** (72,110)	0.17
x_8	-5,388*** (14,080)	0.02
x_9	38,590 (7,691)	0.76
x_{10}	-1,504*** (1,636)	0.17
x_{11}	2,597**** (609)	0.82
x_{12}	363,800 (30,570)	0.90

* No Cooperative Rice Marketing Society activity before 1951.

** Variable x_2 is irrelevant for the period.

*** 't' test insignificant.

**** 't' test significant only at the 0.005 per cent level. For other regressions, significant at the 0.0005 per cent level.

Taking the growth in the number of societies first, it is clearly indicated by a comparison of the relevant regression coefficients that the fastest growing functional category over 1923-1967 is the RCCS. The bi-periodic trend analysis, however, indicates that LCCS showed the greatest pre-war development while RCCS and rice marketing co-operatives developed steadily. During the later period when T-L societies showed a similar characteristic, LCCS growth actually declined (1).

The growth in the number of societies compared to their membership indicates a trend towards increased membership in T-L societies. The post-war trend is similar for the agricultural societies but is limited by the increase in their number. In comparison, there has been a decrease in LCCS membership which is accentuated by the greater proportion of this variable relative to the number of societies. This indicates that LCCS have a tendency towards smaller average membership size.

The superior financial position of the T-L group and the source of its financial independence are clearly shown in a comparison of share-capital. The increase in share-capital by the T-L group is proportionally greater than its membership growth thus showing a trend towards higher share-capital investments per society. This trend is clearly indicated for the LCCS, which despite a fall in membership show a faster rate of share-capital accumulation. This dynamic characteristic is not visible for the RCCS or rice marketing societies.

Deposits are of little consequence in LCCS thus showing a member preference for investments in share-capital. On the other hand, deposit growth has followed the upward share-capital trend in the T-L societies. A similar pattern is shown for RCCS (which experienced a decrease in deposits) but the rate is not quite so high as for the T-L group.

The expansion of RCCS in relation to statutory reserves is poor. The accumulation of reserves (thus related to the generation of trading surpluses or "profitability" of operations) is more dynamic in T-L and rice marketing societies. In the latter case, their wider business operations (milling, sale and purchase of padi and by-products) evidently provide greater opportunities for generating surpluses.

The next two variables - outside loans and loans outstanding to external creditors - are common only to the agricultural societies. Despite the poor regression coefficients, it is in these important aspects that LCCS show a greater affinity to T-L societies than to RCCS.

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(1) For LCCS, it is clearly seen that an exponential function would have provided a better estimating equation than the linear equation actually used.

The position of the agricultural societies vis-a-vis loans granted (x_{10}) and outstanding loans due from members (x_{11}) indicates that the latter are greater than the former over all the time periods investigated. This is significant in view of the fact that agricultural loans are invariably short-term and point to the incidence of accumulated overdues on loans. The reverse position is indicated for T-L societies in which loans are often lent out beyond one year. A similar position is noted for the LCCS with the interesting difference that the loans outstanding are far less than those granted indicating great caution (a throwback to pre-war days) in the loan operations of LCCS.

The working capital data shows that despite increasing share-capital, statutory reserves, deposits and Government loans (the last mentioned unavailable to T-L and LCCS), the agricultural societies have access to less financial resources than the T-L societies. It is also true for LCCS but this feature should be seen in regard to the decrease in its membership in the post-war period.

The data above thus indicates a divergence in the operations of T-L societies and the agricultural-oriented societies. The larger membership in T-L societies and the occupational characteristics of this membership have generated the financial gap between the two groups of co-operatives. This, in turn, has led to the situation where the T-L data is closely related to the primary sector data which the RCCS, despite their numerical superiority, do not manifest.

The LCCS are more akin to T-L societies largely because their membership possesses occupational characteristics similar to the urban worker. Another significant similarity is the independence of their economic activities from outside sources of loans. This cannot be said to be true for the agricultural societies.

Conclusion

This paper has attempted to indicate the relevance of two different political regimes on the co-operative development in West Malaysia. The British colonial period exhibits the stage of cautious co-operative growth (a clear exception is the dynamic growth of LCCS as a consequence of a colonial economic policy consciously nuturing large-scale British investments. However, in fairness to the colonial regime, the very introduction of co-operation into the Malay States represented its awareness of the economic problems facing the smallholder and urban worker.

The post-war period reflects clearly the British awareness of the inexorable forces of nationalism and the firm commitment of the post-independent regimes to economic development using, inter alia, the co-operative institution. The emphasis, to rectify the colonial bias was on the rural sector: hence the flow of Government funds which initiated the rapid growth of rural co-operatives.

Apart from these general feature, the inception of co-operation in the colonial era laid the foundations for the dichotomisation of the West Malaysian co-operative movement. This unfortunate tendency was ewacerbated in the post-independent period when the haste to accelerate rural development based on the co-operative model widened the gap between the two sectors of the movement. The dynamic characteristics of the urban co-operatives have intrinsically contributed to this gap. It is they that bear the burden of the moral responsibility, similar to that of the developed nations, to assist their peers for the common good.

Editor's Note

The growing complexities of economic life, in developing as well as developed countries, makes it imperative that new methods of management be adopted by the co-operative movements if they are to maintain and increase their viability as partners with the public and private sectors of national economies. Indeed, one of the main handicaps in co-operative development planning and in the promotion of the movement has been the lack of data collection and expertise in data analysis upon which long-term and objective decision making relies. Certainly, in some countries, the methods employed may not be adaptable to current circumstances but it is hoped that they can stimulate thought in new directions on the part of Government services and co-operative management. Mr. Fredericks' article serves to underscore a project often proposed by the editor of "Cooperative Information": a computerised data bank for the exchange of information and the promotion of co-operative management consultancy.

Sri Lanka

A Historical Survey of the Co-operative Movement (1)

It is well known that co-operative economic activities have existed in Sri Lanka from ancient times. Co-operative effort was part of the teaditional way of life, governed by the prevailing laws, customs and social institutions. But the co-operative system, as an economic organisation in its present form, was first introduced to Ceylon only at the beginning of the 20th century.

Under the colonial regime more emphasis was given to the plantation sector, and rural agriculture was neglected to a large extent. This led to a dual economy. Thus a need arose to revitalise the rural sector and in 1909 the Agriculture Banks Committee was appointedto make necessary investigations. Following a recommendation of this committee the Government enacted in 1911 the first co-operative legislation and co-operative societies based on the Raiffeisen type were established under this Co-operative Credit Societies Act. This Act was modelled on the Indian Co-operative Credit Societies Act of 1904 and similarly made provisions for credit societies only. As a result, in 1921, the Co-operative Credit Societies Ordinance was repealed and a new ordinance was passed in order to enable the registration of non-credit societies and secondary societies.

Progress made at the beginning was rather slow. During the period 1911 to 1926, only 315 societies were registered. But the Registrar of Co-operative Societies in his administrative report gave his personal observations on this as follows:

> "The progress is thought by some to be slow but rural revival is not to be expected in one year or even in a decade. The work must be systematically pursued for years before the benefits are realised ... I am firmly convinced that slow progress along sound lines is preferable to an organisation based on unsound foundations ..."

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(1) By N.T.M. Kularatne B. Com. (Ceylon), Lecturer, School of Co-operation, Polgolla, Sri Lanka.

The assumption of duties by W.K.H. Campbell as Joint Registrar in 1926 marked a new era in the co-operative movement in Ceylon. Many changes were made, such as reducing the area of operation of individual societies, careful selection of members and dividing the inspectorate to development and audit. These changes brought about a marked improvement in the societies within a few years. In 1930 a separate Co-operative Department of the Government was set up, separating co-operative activities from the Department of Agriculture. Campbell preached that the co-operative movement should be entirely independent of direct Government aid. Therefore his policy was to take steps towards gradual de-officialisation. He contemplated the development of supervising unions which he said was the first step towards "organised unofficial effort". By 1941 there were 59 such supervising unions throughout the country. The next step towards de-officialisation was to be the formation of a national co-operative union or federation which would mobilise the financial resources of the movement and render supervisory, advisory and educational services without depending on the Government for such services. But it took more than a decade before such an organisation was set up. In the meantime, the Northern Province which always played a leading role in the co-operative movement in Ceylon, raised a fund of its own; for the rest of the country, a fund known as the Supervision and Audit Fund was set up in 1937 and it was stated that the Fund would be administered by the Registrar until such time as a co-operative federation was constituted. It was intended that this Fund and the staff paid by the Fund would eventually be under a national co-operative federation.

In 1929, a Co-operative Central Bank was registered in Jaffna which marked the first step towards financial independence in the co-operative movement. Two other central banks were established shortly afterwards in Colombo and in Kandy to serve the western and central regions respectively. In addition, there were banking unions which catered for smaller areas. These unions were later absorbed by the Co-operative Central Banks. The Local Loans and Development Fund (LLDF) set up in 1915, continued to grant loans to societies and to some banking unions. But by 1939 with the development of the central banks and banking unions the amount borrowed from LLDF was greatly reduced. Thus the financial independence of co-operative societies envisaged by Campbell was achieved to a large extent. By 1942 there were 1.519 credit (unlimited) societies with a membership of 41,217.

The credit societies of limited liability (urban banks) and co-operative thrift societies were two other types of credit societies that emerged during this period. Urban banks catered mainly for the non-agricultural sector and were located in towns. By 1942 there were 103 urban banks and 164 thrift societies with a membership of over 4,000 and about 15,600 respectively. Apart from credit societies

There were 132 other types of societies such as agricultural marketing societies, estate co-operative societies, labour societies, school supply societies, etc.

It is worthwhile evaluating the success of the co-operative societies in fulfilling the needs of the rural sector during this period. The Ceylon Banking Commission of 1934 made a critical review of the credit facilities available to the rural sector through the credit co-operatives:

> "Co-operatives cannot meet and are never intended to meet all credit requirements of the villager. They can only serve him to a limited extent ... within their range of action we believe co-operative societies in Ceylon have accommodated their members fairly liberally ... we are inclined therefore to agree with the Registrar that in the majority of societies the legitimate short-term requirements of the members are fully met".

However, at the same time, a rural survey was conducted by Dr. Das Gupta which reflected the opposite view. Although the survey did not cover all aspects of rural credit, it was found that co-operative credit accounted for only 2 per cent of the total rural indebtedness. Therefore the evaluation of the Banking Commission was not made on the basis of sufficiently objective criteria.

The outbreak of World War II, especially after Japan's air attacks on Ceylon, disrupted the food distribution system which, at the time, was run mainly by private traders. To ensure that essential foods were distributed equitably at reasonable prices, the Government decided to establish co-operative stores throughout the country. In 1941-1942 there were 38 such stores with a sale turnover of 1.3 million rupees, and by 1944-1945 their number increased to 4,004 with a total turnover of 119.3 million rupees.

The need for self sufficiency in food was greatly felt after the war time experience and the gaining of political independence further increased this need. Therefore the Government launched a large-scale food drive and, for this purpose, established in 1947 the Co-operative Agricultural Production and Sales Societies (CAPS). Under this scheme, these societies were financed by the Government to grant loans and provide agricultural inputs to farmers as well as market their produce under the Guaranteed Price Scheme (GPS). In 1948, there were 47 such societies with a total membership of 13,525 and by the end of 1957 their number had increased to 955 with a total membership of 246,776. Furthermore, these societies were expected to undertake a host of other functions for the development of peasant agriculture. Because rice was the only crop produced on a commercial basis, while most of the other produce of the rural

sector was of a subsistence level, CAPS societies had no substantial role to play other than distributing credit for paddy cultivation and marketing under GPS. For the first time easy credit facilities were provided for farmers and a fair price was assured to their produce. Therefore, whatever shortcomings prevailed in practice, the CAPS societies scheme can be considered as a step in the right direction.

Development of the fishing industry was also part of the food drive. The Government decided to channel loans granted by the Director of Fisheries as far as possible through co-operatives. From 1950 there was improved co-ordination between the Fisheries Department and the Co-operative Department in organising fishing societies. An Assistant Commissioner of Co-operative Societies was appointed to organise and supervise Fishermen's Co-operative Societies. By 1957 there were 100 such societies with a membership of 3,940.

Following the rapid increase of the number of societies due to the consumer movement and the food drive, the need was felt for an apex financial organisation. In 1949, the Co-operative Federal Bank of Ceylon was established as an apex bank with primary societies and Co-operative Provincial Banks as shareholders; it was recognised as a commercial bank under the Ceylon Monetary Act, and was a member of the Colombo Clearing House. Bu the end of 1957, there were 12 Co-operative Provincial Banks (formerly Co-operative Central Banks) and 88 Banking Unions.

In 1947, an ideological union (1) was established for the purpose of handling educational, training and information matters. By 1949, there were Provincial Unions in each of the 9 provinces. Once the Department had been re-organised, with an Assistant Commissioner responsible for each District, these provincial unions were divided accordingly and were set up as District Co-operative Unions. By 1955 the were 22 such District Unions and in 1955 they joined up to form the Co-operative Federation of Ceylon (CFC), the apex ideological organisation of the movement. Once the Federation was formed, its Board of Directors requested the Government to transfer the contribution fund (former Supervision and Audit Fund) to the Federation. The Government made a drastic decision which reflected on its future policy towards the co-operative movement. Instead of transferring the Fund to the Federation, as stated earlier, an amendment was made in 1958 providing for the administration of the Fund (now the Co-operative Fund) by the Registrar "subject to the direction of the Minister".

Another important policy decision was the absorption by the permanent and pensionable cadre of the Co-operative Department of the Sub-inspectors of the Co-operative Department who were paid by the

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(1) In the context of this paper, it is clear that the author's use of the term "ideological" is intended to describe non-business or non-commercial co-operative organisational units.

Supervision and Audit Fund. Thus the Government abandoned the original idea of sub-inspectors serving as non Government officers to be later transferred to the Co-operative Federation.

In 1943, the Co-operative Wholesale Establishment (CWE) was set up as a section of the Co-operative Department for the purpose of procuring and supplying the requirements to the consumer societies. In 1945, it was transferred to the newly formed Department of Co-operative Development. In 1949, it was established as a corporation by an Act of Parliament, with a Board of Directors nominated by the Minister. The intention of the Government at that time was to develop the CWE as a commercial organisation and eventually transfer it to a federation of co-operative societies. In the meantime, consumer societies had also formed wholesale unions.

The rapid growth of the number of societies led to a certain weakness in the system; in particular, co-operative education for employees and members was neglected to a large extent. The Co-operative Department was compelled to expand its activities overnight, and new hands had to be recruited in large numbers. The number of inspectors increased from 55 in 1942 to 953 by 1945. It was difficult to maintain high standards of recruitment, and the poor quality of supervision and audit affected the efficiency of the societies. The need for better education and training was felt and a co-operative training centre was set up in Kandy which was later transferred to Polgolla. This institution was called the School of Co-operation.

In 1945, a separate department, known as the Department of Co-operative Development, was set up under a Commissioner of Co-operatives who was responsible for the "general planning and direction as well as for any special undertaking of an extraordinary character such as the CWE which could not possibly be looked after by the Registrar in addition to his normal duties". Once the CWE was made a statutory body in 1949, the two departments were amalgamated and formed the Department of Co-operative Development under the Commissioner of Co-operative Development and Registrar of Co-operative societies.

With all its shortcomings the co-operative movement consolidated itself during this period as an island-wide movement. In 1957, there were more than 10,500 primary societies, 271 secondary societies and 2 tertiary institutions.

During the same year, a new phase was started in the history of the co-operative movement of Ceylon. The philosophy of the role of co-operatives in economic and social development changed as well as the Government's attitude towards the co-operatives. Following the recommendations made by the Planning Committee of the Ministry of Agriculture and Food, the Minister urged that the co-operative movement be broad-based and collaborate closely with the State in the task of national development. The Minister issued a directive calling for a "replacement of various types of co-operative societies

by a single Multi-Purpose Co-operative Society (MPCS) in each village ... which should also be a planning unit at the village level". This could be called an integrated approach to rural develo ment and co-partnership with the State.

To implement the re-organisation programme, a number of consumer societies and CAPS societies were rapidly converted to MPCS and new societies were formed where necessary. By the end of 1958, 3,897 MPCS's were set up as against the 68 societies existing in 1957. Similarly, the Co-operative Wholesale Consumer Unions were graduall converted in to MPCS Unions. It was envisaged that these societies would plan and execute schemes of agricultural development, supply agricultural credit and inputs, organise agricultural marketing, consumer services and most of other services. The Department also introduced a new set of model by-laws which gave the Registrar a greater control over the societies. Hence the MPCS became the prin-- cipal type of society of the movement.

An evaluation of the re-organisation after a decade will reveal that, to a large extent, it has failed to achieve its objective, th main reason being that most of the societies, even after having merged were not sufficiently viable to carry out the multiple functions they were expected to perform. Although Multi-Purpose Unions were given the monopoly in distributing essential commodities such as rice, flour and sugar, the effectively regulated margins were sometimes barely sufficient, even to cover the handling charges. Therefore, the apparent "privileges" were in fact "burdens" to the co-operatives, which gradually became financially weak. Further, th lack of support from the secondary level organisations and from the ideological organisation rendered the task of the primary societies more difficult. Nevertheless, the new approach made a fairly signi-- ficant contribution to the development of the rural sector.

As a part of the re-organisation, the Minister proposed the esta blishment of a Co-operative Development Bank with branches throughc the Island by absorbing the Co-operative Federal Bank and the provincial banks. There was considerable controversy over this bank in the political arena and finally it came into existence in 1961 as the People's Bank.

In 1957, the Government decided to modify the original idea of the Co-operative Wholesale Establishment (CWE) and by an amendment to the Act, CWE was transformed into a State trading organisation, in addition to servicing the co-operative movement. In 1969, it wen a step further by authorising CWE to carry out any trade or busines as may be approved by the Minister.

More national level organisations were formed during this period In 1962, the All Ceylon Agriculture Producers Union was established mainly as an apex organisation for marketing of vegetables, fruit and minor agricultural produce. The Ceylon Co-operative Industries Union was registered in 1964 to undertake industrial production.

The Ceylon Co-operative Consumers Union was registered in 1965 for the marketing and distribution of consumer goods. In 1967, the All Ceylon Rubber Producers and Sales Societies Union was formed to market the rubber collected from small-holders. However the contribution of these apex organisations to their primary societies in particular and to the movement as a whole was marginal.

At the end of the sixties, the co-operative movement of Ceylon was structured at 3 levels. There were over 14,000 primary societies of various types at the village or local level. But according to the administrative report of the Commissioner more than 4,200 of these societies were defunct and a large number of co-operatives were at the stage of decline. At the middle tier, there were 124 multi-purpose co-operative unions which were actually wholesale organisations for the supply of consumer goods. There were also 70 Credit Unions which were mostly defunct, 55 industrial and other unions and 9 co-operative provincial banks. There were 24 District Unions which carried out the educational programme under the Co-operative Federation of Ceylon. There were 2 groups of organisations at the apex level or national level: the first group consisted of 6 organisations, entirely co-operative, out of which 5 were commercial (agricultural produce, coconut produce, industrial, fisheries, consumer) and one ideological, the Co-operative Federation of Ceylon; the second group was composed of 2 organisations which were co-operative in part but largely public corporations: they were the CWE and the People's Bank.

At this juncture the need for a structural change of the co-operative movement was urged by many circles, and as a result, the Government appointed a Royal Commission to examine the situation for the purpose of strengthening and promoting the movement so as to make it an effective instrument for national development. Under the leadership of Sir A.F. Laidlaw, the Commission completely reviewed the co-operative movement of Ceylon and made some far-reaching recommendations;

> "But we must underline our conviction that minor changes in the present system will not be enough the effect the new perspective. The co-operative movement in this country needs something more than a slight adjustment here and a shift of emphasis there. Increasing the dose of aspirin will not do when surgery is called for ..."

The political changes that took place in 1970 necessarily initiated a new phase in the co-operative movement in Sri Lanka. The new Government assigned a major role to the co-operatives in the economic and social development of the country. This was stated clearly in the Five-Year Plan:

> "At present the co-operative is mainly a retail outlet for imported consumer goods. It must in the coming period play a much more dynamic and aggressive role. It must assume the role of a development agency which will diversify the rural economy and create new points of growth in the village".

In 1971, major structural changes were promoted to make the co-operative an instrument for national development. The secondary unions were abolished and these, together with the 5,818 multi-purpose co-operative societies were converted into 372 primary societies with about 10,000 branches at the regional and village levels, and all primary societies were affiliated to apex organisations. This was one of the main recommendations of the Royal Commission on the co-operative movement in Ceylon. Some of the significant features of the new co-operatives were that they were economically viable units with better capacity to develop organisational and managerial skills. The area of operations was considered as a basic unit for planning and plan implementation; hence a future co-operative would be the link between regional planning and national planning.

It was stated in the Five-Year Plan that in addition to the principal functions such as consumer services, supply of credit and inputs, and marketing, the new primary societies would be expected to engage directly in production. In collaboration with the Divisional Development Councils (DDC) the societies were expected to undertake agricultural, industrial and infrastructure projects. In 1974, there were over 1,300 such projects out of which 580 were agricultural and 730 industrial.

In 1971, with a view to increasing the agricultural production, the Ministry of Agriculture initiated a new type of agricultural co-operative society, the Samupakara Gammana (Co-operative Farms). The Land Reform Act of 1972 that followed further strengthened the case for co-operative settlements in Sri Lanka. Most of the land taken over under this Act was to be managed on a co-operative basis. Therefore a new type of co-operative society emerged, the Samupakara Janawasa (Co-operative Settlement). The Samupakara Janawasas are assisted by the Land Reform Commission. In both types of societies, the land cultivated by the members is held collectively by the society. In most of these societies the membership consists of educated youth who have been unemployed for a long time. By 1974, there were 50 Samupakara Gammanas and 114 Samupakara Janawasas with a total membership of 3,170 and 2,500 respectively.

The strengthening of national level organisations became increasingly important after the reorganisation of the primary and secondary societies. In 1971, the Sri Lanka Co-operative Marketing Federation was formed by amalgamating the All Ceylon Agricultural Producers Union and the Ceylon Co-operative Consumers Union to serve the primary societies in the field of agriculture. In 1974, the Sri Lanka Co-operative Industries Union was reconstructed as the

apex organisation for industrial co-operatives. The CWE was to serve the co-operative sector in the field of consumer activities. Other apex organisations, the Sri Lanka Coconut Producers' Co-operative Societies Union and the Sri Lanka Rubber Co-operative Societies Union were expected to serve their primary societies in their own spheres. Except for the CWE, all other organisations are members of the National Co-operative Council of Sri Lanka, the new educational body and coordinating organisation established in 1972 as the successor of the Co-operative Federation of Ceylon. This Federation, is a full member of the International Co-operative Alliance and represents Sri Lanka in the field of co-operatives.

The People's Bank is the apex financial institution of the movement. The objectives of the Bank are to develop the co-operative movement and the rural sector by supplying financial and other assistance. For this purpose it has the authority to carry out all functions of commercial banking.

At the end of 1970 there were some 23,000 co-operative employees. Their salaries were very low; for example 90 per cent drew a salary of less than Rs. 200/= per month. Further, their terms of service were not only unfavourable, but varied significantly from society to society. In 1970, the Government appointed a committee of inquiry to study the situation; as a result the Co-operative Employees Commission was established in 1972 under an Act of Parliament. The Committee was composed of 3 members appointed by the Minister. The societies and posts were graded and methods of recruitment, promotion, disciplinary procedure, etc. were laid down. The Commission was only a regulatory body and the employee-employer relationship between the society and the co-operative employees remained the same.

Co-operative research and scientific approach to management problems were a long-felt requirement of the co-operative movement of Sri Lanka. This was fulfilled in 1973 by setting up the Co-operative Management Services Centre (CMSC) with Government aid and Swedish International Development Authority (SIDA) funds, and with the ILO acting as the Executing UN Agency.

The Department of Co-operative Development continues to serve the movement; it has executive powers of registration, audit and supervision. It also advises the societies on various aspects of co-operatives. Its powers are derived from the Co-operative Societies Law, the rules framed under the Act and the by-laws of individual societies.

Commenting on the co-operative movement of Sri Lanka the Royal Commission adds:

> "Reviewing the history of the co-operative movement in Sri Lanka of the past sixty years brings into focus one fact above all: Government, acting in the earlier period as trustee and guardian, has ended up in the firm control

over that was intended to be a voluntary movement. This complete reversal of rule was brought about partly by forces and trends over which Government had little or no control, partly as a result of deliberate moves made by Government and its officials, and partly by the default of co-operators themselves. Co-operation has now become the handmaid of the State and co-operative societies are virtually agencies directed to carry out Government policy ... At times there seem to be two movements, one official, in the dominant position, and the other non-official, struggling for recognition and a share of control, the two carrying on their affairs in an atmosphere of tension and mutual mistrust between them".

The movement today is recognised as having a role to play in national economic planning, and functions as an instrument in achieving social and economic objectives for national welfare.

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News

ICA

Twenty-Sixth Congress

The Twenty-Sixth Congress of the ICA will be held from Tuesday 28 September to Friday 1 October 1976 in Paris, by kind invitation of the French member-organisations of the Alliance. The Congress will be held at UNESCO Headquarters, and will be preceded by meetings and conferences of the Auxiliary Committees. The programme of these meetings has been set as follows:

Thursday, 23rd	International Co-operative Insurance Federation (first day) Housing Executive
Friday, 24th	Housing Conference (first day) Education Conference Consumer Conference Workers' Productive Conference
Saturday, 25th	International Co-operative Insurance Federation (second day) Housing Conference (second day) Librarians' Working Party Agricultural Committee
Sunday, 26th	Women's Conference (first day) Executive Committee International Conference of the Co-operative Press
Monday, 27th	Central Committee Women's Conference (second day) Banking Committee INTER-COOP Members' Meeting Fisheries Sub-Committee

The dates of the Annual Meetings of the International Co-operative Housing Development Association (ICHDA) and the International Co-operative Petroleum Association will be announced later.

Woman Assistant Director-General for ILO

Mrs. Nobuko Takahashi of the Japanese National Labour Insurance Appeals Board was named as an Assistant Director-General of the International Labour Office with effect from 15 January 1976. She will be the ILO's highest ranking woman.

In her new post, Mrs. Takahashi will have over-all responsibility for ILO programmes and activities on behalf of women workers. She will assist Director-General Francis Blanchard in defining policies in this field, and she will advise him on ILO activities in Asia.

Mrs. Takahashi is the second woman to hold the rank of Assistant Director-General in the ILO. The first was Mrs. Ana Figueroa of Chile, who retired in 1967.

Mrs. Takahashi obtained degrees in English from the Tokyo Women's College and in sociology from Waseda University. She entered her government's service in 1945 and from 1947 she held various posts in the Women's and Minors' Bureau of the Ministry of Labour, attaining the rank of Director-General of the Bureau in 1965. In August 1974 she joined the Labour Insurance Appeals Board.

Mrs. Takahashi has played an active part in several United Nations seminars and meetings. She attended the ILO's Asian Regional Conference in Tokyo in 1968 and was a delegate to the Fourth Conference of Asian Labour Ministers in 1973. She went to Bangladesh and Vietnam earlier this year to provide advisory services for governments under the Japanese/ILO Regional Programme for Women Workers, and she has taken part in meetings on working women held in Australia, Iran, Japan, Singapore and Thailand.

Among her publications are two articles in the "International Labour Review", "Women's Employment in Japan in a Period of Rapid Technological Change" and "Women's Wages in Japan and the Question of Equal Pay".

ILO French speaking Africa

Seminar on "Trade Unions and Co-operatives"

The fourth seminar on "Trade Unions and Co-operatives", organised by the ILO in collaboration with DANIDA is the first seminar to be held for trade unionists and co-operators from French speaking African countries. It took place in Lomé (Togo) from 15 to 30 January 1976.

The seminar was attended by 23 participants from Burundi, the Central African Republic, Chad, the Democratic Republic of Congo, Gabon, Guinea, the Ivory Coast, Malagasy, Mali, Mauritania, Mauritius, Niger, Rwanda, Senegal, Togo, Upper Volta and Zaire.

After a general discussion on the subject of whether or not trade unions should initiate and support co-operatives, and if they should, which type of co-operatives should be encouraged and how, the participants concluded that trade unions and co-operatives should:

- draw their membership from low income people who need to be protected as workers, producers, artisans and consumers;
- pursue similar objectives, e.g.:
  - to free workers from economic exploitation,
  - to promote the economic and social welfare of workers,
  - to encourage workers to participate more actively in the economic, social, cultural and political development of their country,
  - encourage workers to utilise all the means offered by trade unions and co-operatives (i.e. publicity, education and training programmes) to develop their activities and realise their aspirations, in addition to claiming better wages.

In the light of these observations, the participants formulated the following recommendations:

I. Introduction to Co-operative Action

Trade unions should ensure that their members are informed of the objectives and advantages of co-operatives. They should also encourage their members to create well-structured and independent co-operatives.

Trade unions should seek the possibility to launch, in collaboration with the co-operative movement, a joint programme of action aiming at a better understanding of their mutual aspirations by implementing adequate information, education and training programmes, and through projects for motivation and publicity. In the latter field, one possibility could be the creation of a journal, to be administered by a co-operative society and which would reflect the objectives of trade unions and co-operatives as well as defend their causes.

II. Development of Co-operatives

Economic and political means will have to be utilised on a systematic basis, in particular as regards:

. **the economic support**

- through concerted action, to assist the co-operative movement in resolving its problems and in supporting existing co-operatives,

- to strengthen the financial position of the co-operative movement by mobilising savings and trade union funds through banks or sound co-operative enterprises,

- to encourage the creation and development of true production co-operatives, for handicrafts as well as for agriculture, with a view to generating employment, increasing the production of goods, as well as the number of trade union members,

- to encourage the setting up of consumer co-operatives, with a view to stabilising prices, regulating the marketing of food products and other consumers' items, curtailing trade corruption and speculation, reducing the effects of inflation and improving the living conditions of their members,

. **the political support**

at the national level

- trade unions should take adequate action at the Government level to ensure that, within the rural and urban development programmes, priority is given to co-operatives and that both the trade union and co-operative movements are invited to participate actively in the elaboration of all the country's development plans,

- trade unions should carry out negotiations with the governments to establish a "guarantee fund" which would allow co-operatives to obtain short- and medium-term loans at low rates of interest,

- trade unions should take necessary steps with governments to ensure that national and international organisations do not set limits on the promotion of co-operatives and on their activities,

at the international level

- trade unions should seek the collaboration, at the regional or African level, of other workers' or co-operative organisations with a view to define more clearly, strengthen and further develop, through concrete projects all actions determined within the framework of such a collaboration,

- co-operative movements should be associated with, or represented at, all meetings organised by the ILO or by other agencies of the UN family at which co-operative problems are to be discussed. Some participants went further and recommended that quadripartite committees be established within the ILO structure so as to further strengthen the development of co-operatives.

III. "Priority" Co-operatives: the reasons for their existence and their types

Co-operatives should be encouraged, indeed established, by trade unions either individually or in collaboration with other workers' organisations or co-operatives such as

. **credit unions, (people's banks)**
or thrift and credit co-operatives,
in order to

- improve workers' incomes, either individually or collectively,

- free workers from the "claws" of money-lenders,

- stimulate solidarity among workers, and help them to become economically strong in their fight against poverty, ignorance and exploitation,

- ensure that credit facilities, on more flexible and liberal terms, are made available to workers to help them start small enterprises and ultimately acquire sufficient technical know-how to set-up more complex business enterprises and be in a better position to fight against poverty, ignorance and exploitation, to safeguard and maintain democracy and, at the same time, to improve the environment so that to-morrow's society is a society with a human face,

. **consumer co-operatives,**
to

- stabilize prices,

- fight against corruption in trade,

- reduce the effects of inflation,

- stabilize the workers' purchasing power,

. **agricultural, industrial or handicrafts production co-operatives,**
to

- further stimulate the interest of their members in rural and urban trade unions,

- help to combat unemployment, to strengthen the spirit of solidarity among trade union members in their struggle for better salaries,

- to make a useful contribution to the country's economic development by producing additional goods and increasing productivity and the country's national income,

- to teach workers to develop a sense of discipline and administrative and managerial techniques, as well as to gain the necessary experience in production; they will then be in a position to formulate the salary claims of workers from other sectors on a much more realistic basis and with full knowledge of the facts,

- to encourage workers to be proud of their direct participation in their country's development by reducing the number of useless industrial confrontations.

In this context, it should be emphasised that production and consumer co-operatives are complementary.

. **Housing co-operatives**

- should aim at helping the worker to become the owner of his house, without unduly high building expenses, and encouraging him to participate in its construction by supervising the arrangements according to his taste,

. **Credit co-operatives**
should

- place at the workers' disposal long-term productive credit in cases where goods or properties were required as securities,

- encourage workers to save,

- create security for the family by means of an insurance covering the loan for constructing the house so that, in the event of the death of the worker, his heirs without resources may occupy the house, free of encumbrances, or rent it as a whole or a portion of it to obtain a means of subsistence.

Whether co-operatives are established by trade unions, individually or collectively, it is essential that they be multi-purpose co-operatives operating in rural or urban areas.

Cameroon

"CENADEC" - A Co-operative Development Project

The National Centre for the Development of Co-operative Enterprises (CENADEC) exists in the United Republic of Cameroon since November 1969. The general objectives of the Centre is to assist the Government in the promotion of a dynamic co-operative movement and thereby contributing to the implementation of government policy of economic and social development, particularly in the rural regions. It should be recalled that since its accession to independence in 1960, Cameroon has granted a predominant place to co-operatives for the channelling of government action at achieving, through rural development, the improvement of the standard of living of the entire population. The co-operative form of organisation is considered as an appropriate means to fill up the "vacuum" of economic institutions characterising rural areas and to support government services and programmes at the local level.

The Cameroon Government requested the assistance of the UNDP and the ILO with a view to establish at the federal level (the country's political constitution was, it is recalled, that of a federal republic), a specialised organisation for the purpose of co-ordinating co-operative action throughout the country; elaborating and controlling the implementation of programmes of co-operative training and education; providing practical assistance to existing co-operative

societies and establishing new co-operatives within the framework of the objectives of the National Plan of economic and social development.

The tasks assigned to CENADEC were essentially to:

- provide direct assistance to existing or prospective co-operative enterprises in order to solve problems of development, planning, management, technical and financial organisation, in the various fields of production, credit, supply and marketing, due regard being given to the specific conditions of the economic sectors concerned (cocoa, arabica coffee, foodstuffs, etc.);

- undertake practical studies and applied research so as to follow up co-operative achievements and evaluate their results as well as to determine the viability of new co-operatives in particular in pilot zones;

- train co-operative staff and agents at various levels, with particular emphasis to basic personnel in charge of co-operative management and membership education, at village or group of villages levels.

The project activities have been, and still are, concentrated in two pilot zones selected by the government. They cover two administrative rural areas of relatively high economic importance. These are the Lekie Area, which is an administrative district of the Central-Southern province (french-speaking), on the one hand, and the North-Western province around Bamenda town (English-speaking), on the other hand.

- The Lekie district has a surface area of 2,995 km2 and a rural population of about 156,000 inhabitants. It is characterised by the predominance of cocoa cultivation which provides the main source of income.

- The Bamenda sector covers a territory of 17,812 km2 and has a rural population of about 495,000 inhabitants. The main crop cultivated is arabica coffee.

CENADEC activities in these different economic and geographic settings have served as a practical means of co-ordination and of synthesis between two different types of co-operative systems, one of which based on the French legislation and administrative approach and the other closely linked to the traditional system and approach of the English administration. In this respect, the enactment of Law No. 73/15 of 7 December 1973 relating to Rules and Regulations governing Co-operative Societies in the United Republic of Cameroon, followed by Implementation Ordinance No. 74/874 of 29 October 1974 reflect a first concrete achievement of historical importance. A significant step has also been made in the field of co-operative training and education through the preparation of co-ordinated programmes between the two regions.

At the end of five years of activity the results of the project may be summarised as follows:

In the Lekie co-operative pilot zone (up to 31.8.1975)

PROMOTION AND TECHNICAL ASSISTANCE TO CO-OPERATIVES:

• Co-operative societies organised and operating at village level		239
• Number of members		21,200
• Secondary level co-operative societies (one society in each sub-district)		5
• Volume of cocoa sales (1974-1975)		13,200 t.
• Annual turnover (cocoa sales) (1974-1975)	CFA	1,411,000,000 (1)
• 1974-1975 surplus balance	CFA	153,500,000
• bonuses paid to members	CFA	89,000,000
• Increase of average annual income		15 to 20 %
• Own-capital formation		1 equipped store for each 2 - 3 groups
• Provision of credit for the purchase of inputs	CFA	50,500,000
• Average percentage of credit reimbursement		95 %
• Rural housing improvement (group purchases of building materials, etc.)	CFA	35,413,000
• Credit for payment of school fees (farmers' children)	CFA	37,000,000
• Employment creation (seasonal or permanent jobs such as store-keepers, accountants, secretaries, supervisors of quality produce, etc.) non-existent prior to project		1,395

CO-OPERATIVE TRAINING AND EDUCATION (1970-1974): in the form of accelerated courses and seminars

• Training and refresher courses for co-operative leaders and staff		2,895 participants

(1) One dollar US = 206,06 Fr. CFA.

- One-day membership education, through co-operative and agricultural extension sessions; film projections, etc. — 44,500 parcitipants
- Production and dissemination of training and education material

RESEARCH AND APPLIED STUDIES:

These include a number of applied studies on:

- the socio-economic conditions of the pilot zone;
- feasibility studies for new co-operatives;
- the marketing organisation of foodstuffs;
- the evolution of members' income;
- installation of water supply points;
- the marketing of palm kernels;
- how to fight Euphatorium Odoratum.

The pattern of co-operative organisation developed by the project in the Lekie zone has drawn the attention, in particular of the IBRD in connection with the implementation of a World Bank's assisted project for the regeneration and expansion of cocoa plantations in the Central Southern Province (SODECAO project, with a financial assistance of dollar US 23.8 million). In fact, the cocoa marketing system already in use on that region in based on the organisational methods set-up by CENADEC. An active collaboration between SODECAO and CENADEC is also foreseen with a view to organising the cocoa growers for the said province in co-operative societies similar to those operating in the Lekie pilot zone.

In the Bamenda pilot zone (up to 31.12.1974)

Contrary to the Lekie zone, a large network of co-operative societies existed in this sector at the beginning of the project. It included 304 primary and secondary societies with 23,696 members. The project activities were therefore oriented toward the improvement of the co-operative structure and functioning both at the primary and at the union levels. It also dealt with the implementation of a quality based scheme of arabica coffee purchase aiming at the improvement of the coffee quality; a co-operative supply service scheme to provide the needed equipment and inputs to the members was also set-up. A permanent system of co-operative training and membership education was also established to support the project activities. The most significant achievements include:

PROMOTION AND TECHNICAL ASSISTANCE TO CO-OPERATIVES:

- Elaboration and implementation of adequate co-operative management and control systems;
- Management assistance to some 200 primary co-operatives and 9 unions;
- Amalgamation of local co-operatives into economically viable units;
- Integration of agricultural extension programmes;
- Organisation within the "Bamenda Co-operative Association" (Apex society) of supply and advisory services;
- Carrying out of a coffee buying by quality scheme for the production of better quality produce (arabica coffee).

These activities have contributed to a substantial consolidation of the co-operative structures and resulted in a considerable increase of their turnover and of the volume of marketing operations (from 5,087 tons in 1969/70 to 9,547 tons in 1972/73, i.e. 100 % of the total coffee production); bonuses to members reaching an amount of 153,400,000 CFA in 1972/73; in the supply of material and equipment, as well as technical supporting services at the various levels.

CO-OPERATIVE TRAINING AND MEMBERSHIP EDUCATION (1970/74)

- The setting-up and functioning of the "Co-operative College" including the elaboration and carrying out of long and medium term training programmes:
- Training and refresher courses of co-operative inspectors and officers 108
- Training and refresher courses of co-operative managers and staff 1,234
- Co-operative membership education, agricultural extension, film projections 17,600 parcitipants
- Production and dissemination of co-operative training text books, manuals and publications, etc.

RESEARCH AND APPLIED STUDIES ON:

- The role of the arabica coffee co-operatives in the economic development;

- Census of 295 primary societies, business situation and methods; management control, etc.;
- Coffee quality improvement scheme;
- Co-operative accounting system;
- Toward efficient business management;
- The present and future structure and functionning of the supply service of the arabica coffee marketing co-operatives;
- Economics of rural living in the areas of NSO and NDU;
- Efficiency of seasonal labour in the agricultural marketing co-operatives in West Cameroon;
- How to fight fraud and dishonesty, etc.

In addition to the regular working relationship with government services and national institutes, the project developed close relations with a number of bilateral and multilateral technical assistance agencies and institutions such as: FAO (fertiliser programme); the "African Co-operative Savings and Credit Association" (ACOSCA) (training of African credit unions leaders and managers); UNESCO (exchange of information and publications); IBRD, IRAM (unified agricultural education system scheme); IFCC (improvement of cocoa plantations); ACI (co-operative college library equipment); British AID (technical assistance and financing of part of the Bamenda Co-operative College); USAID (library equipment); USA Peace Corps; German Volunteers Corps.

Project activities in each of the pilot zones provide a useful yardstick for the evaluation of the importance of the results achieved and of its contribution. To the regaining of confidence in the co-operative system, in particular as regards the rural population. Having started its work in a peasant environment particularly hostile to co-operatives, because of previous unsuccessful experiences of co-operative organisation hastily carried out "from the top" and without sufficient preparation, the project seems to have succeeded in a relatively short time to generate the full involvement of the population in the activities of their local co-operatives. These co-operatives fully integrate into the village community of which they have become the principal instrument of "animation", participation and development. The concrete short-term results so far achieved by the project in the fields of increase of incomes and employment, improvement of social condition, management training and membership education, capital formation at the village level, significantly demonstrate the potentials of the village co-operatives as effective instruments of self-development.

Finally, the importance of the Government contribution to the success of the project should be emphasized, in particular through the assignment of counterpart technical and administrative personnel much beyond the previsions of the Plan of Operation. National technicians have, in fact, practically taken over the entire activities of CENADEC; out of ten expatriate experts, originally assigned to the project, only three remained at the end of 1975. External technical assistance is making room for national technicians.

France

Bureau méridional de planification et de recherche pour le développement de la coopération dans l'économie agro-alimentaire (BMPRA)

This regional institution was created in 1975 and its objective is to implement programmes for the development of agriculture in the Southern region of France covering Provence, the Alps and the Southern Coast (Côte-d'Azur). It is interesting to note the collaboration which has been established between the co-sponsors of this institution: the agricultural co-operative movement in the area, the Regional Council the Agricultural Organisations of the area and the University Aix-Marseille II.

The BMPRA (address: Vieille Route de Salon, Boîte postale No. 1, F-13330 Pelissanne) is composed of three departments respectively responsible for:

- the promotion of co-operatives: education and training of the general membership and of the committee members, publicity, documentation, case studies of experiments carried out in other countries;
- management planning: organisation of trade, processing techniques and new products, organisation-management;
- research: development patterns, functioning of co-operatives, regional planning.

This structure is not unlike that of co-operative development projects in certain developing countries, for which the International Labour Office is the executing agency.

Parliamentary Group on Co-operation

A parliamentary group on co-operation has recently been created within the French National Assembly. The idea is to establish a collaboration between Parliament and the co-operative movement in order to promote a better understanding of the co-operative movement as a whole among deputies who are often specialised in one co-operative sector only, to establish a pattern for dialogue and reflexion to suggest co-operative solutions to current problems. To this end, the co-sponsors of the group first propose to take steps to revive the Supreme Co-operative Council (Conseil supérieur de la Coopération), at present inactive, and make it operational; secondly, they propose to organise meetings with the participation of the members of Parliament concerned with co-operative problems and of members of the National Co-operative Union (Groupement national de la Coopération) composed of representatives of the various co-operative sectors of the country.

USA

Proposed establishment of a National Consumer Co-operative Bank

In November 1975, 21 senators co-sponsored a bill proposing the establishment of a National Consumer Co-operative Bank, of a Consumer Co-operative Self-Help Fund and of a new Federal Agency, the Co-operative Bank and Assistance Administration, to supervise the activities of the proposed bank.

The National Consumer Co-operative Bank will be a mixed ownership government corporation. The Federal Government will supply the seed capital, and the President of the United States will appoint its 13 member board of directors which will be replaced by co-operative representatives as the co-operatives' holdings in the Bank increase.

The loans granted to co-operatives at special low rates of interest, the bank investments in their capital and the technical assistance provided to co-operatives by the bank should encourage co-operative members to participate more fully in their own affairs.

Pays - Country - País	Expert - Experto	Mission - Misión ●	○	■	□	Adresse - Address - Dirección
AFRIQUE - AFRICA	J.J. Bochet	o				Conseiller régional en coopératives - Regional Adviser on co-operatives - Consejero Regional en Cooperativas
	J.K. Verma			o		Expert sous-régional en éducation coop et population
	N. van Vuong			o		Sub-regional expert on coop education and population
						Experto subregional en educación coop y población
						c/o ILO R.O., POB 1788, Addis Ababa (Ethiopia)
Botswana	T.D.L. Peiris			o		c/o UNDP, POB 54, Gaborone
Cameroun	H. Tomiczek	o				
Cameroon	L. Veseley		o			c/o CENADEC, BP 120, Yaoundé
Camerún	P. Graindorge		o			
	R. Ahmad			o		PMB 12, Bamenda
Côte-d'Ivoire	J.F. Depret		o			BP 1233, Bouaké
Ivory Coast						
Costa de Marfil	F. Durantet	o				
	M. Socquet		o			
	E. Hijmans		o			
	F. Valère-Gille		o			BP 1812, Abidjan
	C.J. Bartolomeeussen		o			
	L. Kwak	o				
	G. Gaajetaan	o				
	N'Guyen Manh-Tu			o		
	J. Rots		o			c/o PNUD, BP 1747, Abidjan
	R. de Munck		o			
		5	9	5		

● Développement - Development - Desarrollo
■ Education - Educación
○ Gestion - Management - Gestión
□ Divers - Others - Otras

Pays - Country - País	Expert - Experto	Mission - Misión ●	○	■	□	Adresse - Address - Dirección
Dahomey	G. Frers			o		c/o PNUD, BP 506, Cotonou
Lesotho	R. Montgomery		o			
	J. Veitch	o				c/o UNDP, POB 301, Maseru
	U. Larsson				o	
	R. Olsson				o	
	A. Taieb			o		
Nigeria	B.K. Sinha			o		c/o Ministry of Trade and Industry, Co-op Division 4, Atu Street, Calabar
Rwanda	Y. Busschaert	o				c/o PNUD, BP 445, Kigali
Soudan	S.S. Tyagi		o			
Sudan	G. Sabbagh			o		c/o UNDP, POB 913, Khartoum
Swaziland	W. Craw	o				
Swazilandia	D. Dobson			o		
	T.W. Bennedicks				o	c/o UNDP, POB 261, Mbabane
	K. Odegaard				o	
	B. Berndt			o		
Tanzanie	J.A. Feathers			o		
Tanzania	C.P.A. Dekkers				o	c/o Coop College, POB 474, Moshi
	P.K.O. Eskola				o	
Togo	G. Welty			o		c/o UNDP, BP 911, Lomé
Zambie	V.P. Sethi				o	c/o ILO Office, POB 2181, Lusaka
Zambia	M. Teravainen			o		c/o UNDP, POB 1966, Lusaka
		3	2	9	7	

● **Développement - Development - Desarrollo**
○ **Gestion - Management - Gestión**
■ **Education - Educación**
□ **Divers - Others - Otras**

Pays - Country - País	Expert - Experto	Mission - Misión ●	○	■	□	Adresse - Address - Dirección
CARAIBES - CARIBEAN - CARIBE						
	F. Klastrup	o				
	B. Gustbee				o	
	S.V. Hansen				o	c/o ILO Area Office, POB 1201, Port-of-Spain
	O.F. Larsen				o	
	B. Petersen				o	
	L. Kirjavainen			o		
	O. Bardram				o	c/o Federation of Consumer Co-operative Societies Ltd., 76, Easter Main Road, Port-of-Spain
	M.R. Gustafsson			o		
	R.V. Lappi		o			
	K. Lundsby			o		c/o Coop College, POB 896, Georgetown
	L. Pedersen		o			
Bahamas	J. Wilson	o				c/o Ministry of Agriculture, Fisheries, Local Government, Box 3028N, Nassau
Barbade *Barbados*	R.L. Wiggins		o			POB 686C, Bridgetown
AMERIQUE LATINE - LATIN AMERICA - AMERICA LATINA						
	M. Savoye (1)				o	c/o Oficina OIT, Apartado postal 10170, San José
	G. van Liemt				o	c/o Oficina Regional, Apartado 3638, Lima
(1) Jusqu'à fin mars - Until end March - Hasta finales de marzo		2	3	3	7	

● **Développement - Development - Desarrollo**
■ **Education - Educación**
○ **Gestion - Management - Gestión**
□ **Divers - Others - Otras**

Pays - Country - País	Expert - Experto	Mission - Misión				Adresse - Address - Dirección
		●	○	■	□	
Bolivie *Bolivia*	R. Raz	o				Apartado 686, La Paz
Haïti	J.P. Even	o				c/o PNUD, BP 557, Port-au-Prince
Honduras	J. Schoster	o				c/o PNUD, Apartado postal 976, Tegucigalpa
Mexique *Mexico*	J.M. Texier		o			c/o Oficina de la OIT, Apartado postal 12-992, México 12, D.F.
Pérou	D. Ribeiro	o				
Peru	C.E. de Senna Figuereido		o			
	B. Zacharias		o			c/o Oficina de la OIT, Apartado 3638, Lima
	A. Guillén Sanz		o			
	R. Pi Hugarte		o			
	F.J. Delich				o	
MOYEN-ORIENT - MIDDLE EAST - MEDIO ORIENTE						
	B. Mathsson			o		c/o MO/EUR, BIT, Genève
Bahrain	S. Dandapani				o	c/o Ministry of Labour and Social Affairs, POB 753, Manama
Iran	J. Roland	o				c/o OIT, BP 1655, Teheran
		5	5	1	2	

● Développement - Development - Desarrollo
■ Education - Educación
○ Gestion - Management - Gestión
□ Divers - Others - Otras

Pays - Country - País	Expert - Experto	Mission - Misión ●	○	■	□	Adresse - Address - Dirección
Yemen (Aden)	A.H. Ibrahim		○			
	H. Zoumut	○				
	E.F.Y. Defalla	○				c/o UNDP, POB 1188, Aden
	K. Eklundh			○		
ASIE - ASIA						
	K.S. Bawa			○		c/o ILO Regional Office, POB 1759, Bangkok
Inde	H.E. Lamm (1)	○				
India	V.A. Taalikka				○	c/o ILO Area Office, 7 Sardar Patel Marg,
	G. Levin			○		Chanakyapury, New Delhi 21
	J. Deorksen		○			
Indonesie	E.B. Loveridge	○				c/o UNDP, POB 2338, Jakarta
Indonesia	R.J. Welch				○	
Papua-Nvelle Guinée	O. Wahlfors (2)	○				
Papua-New Guinea	S.T.O. Berglund			○		c/o Coop College, POB 1864, Boroko
Papua-Nueva Guinea	H. Schulz				○	
	L.A. Morrison				○	
	P.R. Werbrouck		○			
	K. Kane				○	
	R. Jander		○			c/o UNDP, POB 3041, Port Moresby
	A. Jensen			○		
	L. Kopparberg			○		
	Foo P.S.F. Fat		○			
		5	5	6	5	

(1) Jusqu'en mars - Until March - Hasta marzo
(2) Fin février - End February - Fin febrero

● Développement - Development - Desarrollo
■ Education - Educación
○ Gestion - Management - Gestión
□ Divers - Others - Otras

Pays - Country - País	Expert - Experto	Mission - Misión				Adresse - Address - Dirección
		●	○	■	□	
Papua-Nvelle Guinée	P.M.B. van Balen		o			
Papua-New Guinea	E.G. Bergquist				o	
Papua-Nueva Guinea	G.T. Díaz				o	
	B. Lundwal		o			
	T. Gray			o		
Sri Lanka	T. Crudele		o			
	J. Geelkerken		o			
	H.A. Ikonen		o			
	D. Scott	o				
	B. Shepherd				o	
	K.K. Taimni		o			
		21	30	25	24	

● Développement - Development - Desarrollo
■ Education - Educación
○ Gestion - Management - Gestión
□ Divers - Others - Otras

International Directory

Ivory Coast

RESULTS OF THE COFFEE-COCOA GROUPING 1969-1975

Year	Number of groupements	Marketed Tonnage				Total Turnover (in millions f. CFA)	Premiums (in thousands f. CFA)
		Tons		Tons			
		Coffee	Cocoa	Coffee	Cocoa		
1969-70	93	-	-	0.93	2.21	660,200	33,100
1970-71	355	10,056	8,938	4.08	4.99	1,930,294	123,153
1971-72	954	25,390	28,323	9.44	13.67	5,400,719	317,355
1972-73	1,586	39,859	29,091	13.15	16.66	7,130,688	412,518
1973-74	1,472	30,037	33,277	16.52	16.95	7,650,818	385,914
1974-75	1,571	45,041	48,148	16.80	20.53	15,854,204	672,073

Up-dating of Supplement No. 3 of "Cooperative Information", published in 1975.

Source: Centre national de promotion des entreprises coopératives (CENAPEC).

PRE-CO-OPERATIVE GROUPS (PCG)

Distribution by provinces

Province	Total PCG	Members	Cocoa	Coffee	Total	Turnover
Abengourou	92	2,537	6,100	5,989	12,089	2,055,965
Abidjan	157	9,719	9,570	4,923	14,493	2,519,970
Aboisso	54	4,836	1,215	8,022	9,237	1,494,113
Adzope	66	4,106	5,380	2,567	7,947	1,397,191
Agboville	70	6,000	3,907	2,406	6,313	1,082,165
Bondoukou	75	4,642	4,295	1,331	5,626	995,626
Bouafle	45	2,606	1,338	670	2,008	353,790
Bouake	103	4,139	2,755	2,268	5,023	847,393
Daloa	67	1,948	965	957	1,922	327,837
Danane	266	13,559	76	3,550	3,626	574,245
Dimbokro	252	11,167	3,807	7,611	11,418	1,880,681
Divo	158	9,248	6,758	1,283	8,041	1,422,608
Gagnoa	22	1,442	1,415	393	1,808	318,959
Guiglo	53	3,790	63	721	784	124,566
Man	31	4,893	28	1,336	1,364	215,480
Sassandra	60	2,262	476	1,014	1,490	243,616
Total	1,571	86,894	48,148	45,041	93,189	15,854,205

Statistics concerning only the PCG having participated to the coffee-cocoa campaign 1974-75.

Source: Centre national de promotion des entreprises coopératives (CENAPEC).

SITUATION OF THE CO-OPERATIVE MOVEMENT AS AT 30 SEPTEMBER 1974

Source: UNCC, Niamey, February 1975.

Province	District	Number of LCA	Number of coops	Number of PCG	Number of enterprises (heads of families)	Population covered
Niamey	Tillabéry	-	15	116	11,253	56,265
Dosso	Dogondoutchi	5	14	156	13,881	81,283
Tahoua (cotton)	Keïta	-	8	76	10,899	35,640
	Illela	-	6	35	2,053	4,792
	Bouza	-	9	85	44,973	65,079
	Konni	-	7	60	6,656	30,928
	Madaoua	-	5	88	10,038	40,360
Maradi	Madarounfa	4	14	134	7,665	44,675
	Guidan-Roumdji	3	12	131	4,036	35,254
	Tessaoua	3	13	102	5,659	39,404
	Aguié	1	8	69	4,559	32,017
	Mayahi	3	13	145	5,346	62,901
	Dakoro	3	12	257	5,896	49,432
Zinder	Magaria	6	39	373	17,117	99,315
	Matamèye	5	33	242	15,253	72,243
	Mirriah	6	23	354	18,035	111,281
	Tanout	1	2	34	1,506	9,673
Agadès	Agadès	-	2	-	562	2,810
Diffa	Diffa	-	-	-	-	-
		40	235	2,457	185,061	873,352

This situation does not take into amount the pre-co-operatives and mutual societies which have not yet been reorganised into co-operatives. LCA = Local co-operative associations
PCG = Pre-co-operative groups

Up-dating of Supplement No. 3 of "Cooperative Information", published in 1975.

Zambia

I. MULTI-PURPOSE AGRICULTURAL CO-OPERATIVES (1974)

SOUTHERN PROVINCE:

In 1974, the Southern Co-operative Union (SCU) (multi-purpose) replaced the Southern Province Co-operative Marketing Union (SPCMU). Starting from 1973, reorganisation of 49 multi-purpose marketing co-operatives and 34 agricultural production co-operatives, and creation of 26 co-operatives in the Monze and Mazabuka districts.

EASTERN PROVINCE:

The Eastern Co-operative Union (ECU) (multi-purpose) replaced the EPCMA. Reorganisation of 51 marketing co-operatives and of 32 agricultural production co-operatives or multi-purpose co-operatives (5 existing in 1974).

NORTHERN PROVINCE:

The Northern Co-operative Union (NCU) (multi-purpose) replaced the NPCMU. The majority of the 80 agricultural production co-operatives are moribund; 10 of them and the existing 20 marketing co-operatives have been reorganised into 20 multi-purpose co-operatives.

LUAPULA PROVINCE:

Establishment of the Luapula Co-operative Union (LCU) (multi-purpose) and of 9 multi-purpose co-operatives.

CENTRAL PROVINCE:

No marketing co-operatives. 60 agricultural production co-operatives, 3 of which have been reorganised into multi-purpose co-operatives.

COPPERBELT PROVINCE:

11 agricultural production co-operatives (vegetables and small cattle breeding)

WESTERN PROVINCE:

No marketing co-operatives. 20 agricultural production co-operatives.

NORTH-EASTERN PROVINCE:

No marketing co-operatives. 28 agricultural production co-operatives.

PLAN FOR THE ESTABLISHMENT OF MULTI-PURPOSE CO-OPERATIVES (1974-1976)

Province	Number of co-operatives to be created			Number of unions		
				Created	To be created	
	1974	1975	1976	1974	1976	1977
Southern	10	20	30	1		
Eastern	5	10	20	1		
Northern	-	5	10	1		
Luapula	9	9	10	1		
Central	1	2	5			1
Copperbelt	2	2	4		1	
Western	-	-	1			1
North-Western	1	3	6		1	
	28	51	86			

II. HANDICRAFT AND ARTISANS CONSUMER CO-OPERATIVES
(meat, dairies, laundry, dry cleaning)

Province	Number of registered societies	
	Total	inactive
Southern	7	4
Luapula	3	2
Copperbelt	5	
Central	15	1
Western	3	
Eastern	3 (+ 10 retail shops in multi-purpose co-ops)	
Northern	2	1
North-Western	-	-
	38	8

III. THRIFT AND CREDIT CO-OPERATIVES (as at 31.12.1974)

Province	Number of co-operatives			Memberships	Deposits (Kwacha)	Loans (Kwacha)	Repayments (Kwacha)
	Active	Inactive	Under liquidation				
Northern	16	-	1	2,060	165,270	56,006	25,533
Southern	10	-	-	1,093	17,866	6,986	5,407
Eastern	3	-	-	394	144,569	67,780	19,834
Luapula	3	-	-	228	7,882	1,859	1,607
North-Western	-	-	-	-	-	-	-
Copperbelt	2	6	-	-	77,895	17,127	8,694
Western	6	-	-	793	146,359	51,910	24,191
Central	6	-	-	8,899	774,458	359,010	201,441

IV. BUILDING CO-OPERATIVES (beginning of 1975)
Affiliated to the ZSBF (1)

Province	Number of co-operatives	Memberships	Construction capacity (2) (turnover)
Central	8	96	250,000
Copperbelt	15	200	450,000
Eastern	6	200	250,000
Luapula	9	270	300,000
Northern	10	200	200,000
North-Western	8	150	150,000
Southern	7	90	200,000
Western	8	130	120,000
	71	1,336	1,920,000

V. HANDICRAFT AND ARTISANS CO-OPERATIVES

Types	Active	Inactive	Under liquidation	Memberships	Turnover
Building	63	14	2	1,017	294,442
Brick Making	17	2	2	267	32,064
Sand Supply	5	22	-	223	23,952
Carpenters and Sawyers	12	1	5	114	38,578
Painting	6	-	-	63	85,196
Coal Loading	1	-	-	-	-
Land Clearing	8	1	-	287	210,300
Mining	2	-	-	283	8,419
Charcoal and Wood	1	2	-	2,817	87,555
Artisans	1	1	-	10	-
Transport	12	1	-	29	276,516
	128	44	9	5,110	1,066,022

(1) Zambia Federation of Building Societies Ltd.

(2) The difficulties met by building societies are illustrated by the fact that their actual turnover is only of 294,442 Kwachas (cf. Table IV) where as their joint construction capacity is estimated to be of 1,920,000 Kwachas.

VI. FISHING CO-OPERATIVES (1971-1974)

Year	Number of co-operatives	Memberships	Share capital		Turnover
			Paid up	On call	
1971	5	670	501	8	4,757
1972	5	702	408	150	1,810
1973	3	683	560	-	1,460
1974	2	795	NA	NA	2,000

Up-dating of Supplement No. 3 of "Cooperative Information", published in 1975.

Source: National Co-operative Development Plan, Department of Co-operatives, Ministry of Rural Development, Lusaka, 1975.

Book Notes

PUBLICATIONS
PUBLICACIONES

"Co-operative Information" has been publishing, since its issue 2/73, the list of regular ICA publications. In the present number, readers will find a list of 114 "Syndicated Articles" which ICA has issued (in English only), since 21 December 1970, with its "Co-op News Service" Bulletin.

No.	Title	Author
1	The Co-operative Development Decade is Born	
2	Co-operative Education for the Third World	Bert Oram
3	Land Reform and Co-operatives	Graham Alder
4	Co-operative Housing in Developing Countries	Lotte Kent
5	Giant Co-op Fertilizer Plant for India	Alan Berson
6	National Movements: The Key to Development	Nancy Goodwin Brieske
7	The ICA Plans Ahead	R.P.B. Davies
8	Is Co-operative Research Necessary?	Leonora Stettner
9	How to Aid Co-operatives in Developing Countries - Experts Confer at Loughborough	B.J. Youngjohns
10	Polish Co-operators and the CDD	Dr. Z. Juchniewicz
11	Education for Development	Sarah Griffiths
12	Developing Peoples	Nancy Goodwin Brieske

No.	Title	Author
13	Speech Delivered by the Director of the ICA, Dr. S.K. Saxena at International Co-operative Day Celebrations of the Royal Arsenal Co-operative Society at Central Hall, Westminster, Saturday July 3rd 1971	
14	Co-operatives and Government in East Africa	Graham Alder
15	New Venture for ICA	Nancy Goodwin Brieske
16	Joint Action by Trade Unions and Co-operatives in Developing Countries	Sarah Griffiths
17	Guyana, A Co-operative Republic	Lotte Kent
18	Books for Co-operative Development	Anne Lamming
19	A Co-operative Journey in Black Africa	Jean Boniface
20	Partnership for Children	Nils Thedin
21	The ICA Central Committee Looks to the Future	R.P.B. Davies
22	Co-operatives in Eskimo Communities	Sarah Griffiths
23	Aid for Co-operative Development The Role of British Voluntary Aid Agencies	Graham Alder
24	Co-opportunity Knocks in Jamaica	Bert Oram M.P.
25	The First of Ten Years	Bert Oram M.P.
26	Technical Assistance to Workers Banks in Latin America	Akiva Lewinski
27	Academicians Meet with East African Co-operators	Leonora Stettner
28	Co-operatives and Intermediate Technology	Trevor Bottomley
29	UNCTAD II - The Last Chance?	Graham Alder
30	The Role of Agricultural Co-operatives in Economic and Social Development	Dr. L.E. Marsullo
31	US Co-operatives and International Development	Hon. H.H. Hemphrey

No.	Title	Author
32	Functional Literacy Through Co-operatives	Leonora Stettner
33	Co-operatives and Electricity	Sarah Griffiths
34	Industrial Co-operatives and the Role of UNIDO	Hebe Spaull
35	Women Show the Way in West Africa	Muriel J. Russell
36	Marketing and Processing Co-operatives in Asia: Some Examples of Success	J.M. Rana
37	International Aid for Co-operative Movement in Papua New Guinea	
38	Problems of Co-ordinating Research on Co-operatives in Developing Countries	Nora Stettner
39	Co-operative Development through Co-operative Aid - Botswana	Derek W. Heffer
40	Little Help from UNCTAD III	Graham Alder
41	Co-operative Education in East Africa	Nora Stettner
42	UN Support for Co-operatives	Bert Oram M.P.
43	Co-operation among Fishermen	Margaret Digby
44	Co-operatives and Rural Development in Comilla	Sarah Griffiths
45	Trade by Co-operatives in South-East Asia	M.V. Madane
46	Co-operatives for Trade Unionists	Sarah Griffiths
47	ICA Congress Discusses Aid to Developing Countries	Bert Oram M.P.
48	The World Bank, Project Lending, and Co-operatives	John A. King, Jr.
49	Co-operative Training of Unemployed Youth	Y. Descelles
50	Co-operatives and the Green Revolution	Nora Stettner
51	Co-operatives - Key to Indigenous Participation	

No.	Title	Author
52	Land Reform in Panama	Alan Riding
53	Co-operative Education Leaders' Conference, Nairobi, 4th-8th December, 1972	R.L. Marshall
54	Education for Family Planning through Co-operatives	Diana Opondo
55	The Boiteko Project, Botswana	Bessie Head
56	Tanzania, Ujamaa Villages in Dodoma	Janice Giffen
57	Managerial Talent for Industrial Co-operatives	K.M.N. Elayath
58	ICPA - Twenty-Five Years	
59	"Misoyo Sari" Fishery Co-operative, Indonesia	
60	The Co-operatives of Hong Kong	Hebe Spaull
61	Aid to Co-operatives in Bangladesh	Bert Oram M.P.
62	A Co-operative Fieldworker Report	John Rooke
63	Land Reform Co-operatives in the Philippines	Gene Necio
64	The Insurance Development Bureau of the ICA	Graham Alder
65	Collaboration between Co-operatives and Trade Unions in Malaysia	
66	Israel's Developing Ties with other Developing Countries	Uri Harari
67	A New Kind of Grass-Roots Aid	Ruth Link
68	Volunteer Development Corps	Michele Withey
69	Letter from a Volunteer	Loring Henderson
70	Co-operatives and Agricultural Development in the Philippines	
71	Malaysia: Co-operative Democracy	A. Shanmugam
72	Rural Renovation through Co-operatives in Dahomey	Yair Levi
73	Sri Lanka's Co-operatives	Hebe Spaull
74	Co-operative Milk Produces A Revolution	Graham Rose

No.	Title	Author
75	International Co-operation for Development	Leonora Stettner
76	Indian Land Development Banks	
77	The Mondragon Co-operatives	Paul Derrick
78	The World Council of Credit Unions	R.C. Robertson
79	Fifth Plunkett Foundation International Conference on Agricultural Co-operation	
80	Development of Fishermen's Co-operatives	Keith Cox
81	Co-operative Development in the Lebanon	
82	Electric Co-op Aid the Philippines	Donald H. Cooper
83	Mera Production Co-operative, Rwanda	
84	A View of Some Turkish Co-operatives	Jean Boniface
85	Consumer Co-operatives of the German Democratic Republic and the Co-operative Development Decade	Dr. Werner Kruger
86	Fifth Plunkett Foundation International Conference on Agricultural Co-operation, Part II	
87	This is Co-op City!	Donald D. Martin
88	Fijian Co-operatives Face the Future	W. Kindston
89	Credit Co-operatives: the Basis of the Cypriot Co-operative Movement	Sven Ake Böök
90	A Women's Co-operative Bank	
91	Co-operative Education Field Project in Indore	
92	Co-operative Education and Training in Cameroon	Sam Mshlu
93	Progress of Austrian Co-operative Movement	Lotte Kent

No.	Title	Author
94	Malaysian Co-operative Insurance A Crucial Factor in Co-operative Development	Anne Lamming
95	The Castamonu Co-operative Handicraft Society	J.H. Ollman
96	Co-operative Strength through Literacy in Japan	J.H. Ollman
97	Co-operative Training in Poland	Franciszek Piotrowski
98	The Many Ways of Co-operation	Alex Laidlaw
99	The Kaira Milk Producers Co-operatives	E. Hunt McCauley
100	Co-operative Housing in Bangladesh	
101	Workers' Co-operatives - A New Experiment	P. Derrick
102	Functional Literacy and Co-operatives	Graham Alder
103	"Inflation" Symposium	
104	Taxation of Canadian Co-ops	Paul Derrick
105	Mexicans turn to Co-operative Farming	Ric Snitkey
106	Co-operative Education and Publishing in Iceland	E. Sigurdsson
107	Reform in Ecuador, from Peasants to Landowners	Helen Nash
108	Emerging Co-operatives in Canada	Bonnie Rose
109	Co-operative Development in Botswana	Trevor Bottomley
110	The International Co-operative Alliance	Lotte Kent
111	ICHDA 1966 - 1975 Ten Years of International Co-operation in Housing	W.J. Campbell
112	Co-operative Fertilizers International	
113	Co-operatives in Australia	
114	75th Anniversary of the Co-operative Movement	Raija Itkonen

New ILO Co-operative Publications

● *THE USE OF STATISTICS: A HANDBOOK FOR CO-OPERATIVES*

In English only. Conceived both as a teaching manual and a text book for all those who are interested in co-operative development, this book is divided into two parts: the first is a general introduction to statistical techniques and methods, and the second indicates how they can be applied to co-operatives. An Appendix contains a glossary of selected statistical terms and a few practical exercises.

By L. Pickett — *22.50 Swiss francs*

● *MANUEL DE FORMATION COOPERATIVE, fascicule 2: ORGANISATION ET FONCTIONNEMENT ADMINISTRATIF DES COOPERATIVES*

In French only. This is the second part of a co-operative training manual and deals more particularly with the organisation and administration of co-operatives. It is divided into six parts:

. Participation in decision-making and management of co-operatives, co-operative democracy;
. Organisation and operation of traditional co-operative structures;
. Modifications within traditional co-operative structures;
. Bodies set up to participate in decision making and management;
. The co-operator's status;
. Suggested outline for co-operative statutes.

The Appendix contains a blue-print for a socio-economic survey to be carried out prior to founding a co-operative society, and extracts from 31 co-operative by-laws of 22 countries.

By R. Louis — *22,50 Swiss francs*

● *POURQUOI ET COMMENT FAIRE UN BULLETIN DE LIAISON*
● *THE WHY AND HOW OF PRODUCING A CO-OPERATIVE NEWSLETTER*
● *PARA QUE SIRVE Y COMO SE ELABORA UN BOLETIN DE DIVULGACION COOPERATIVA*

This booklet, prepared in two bilingual versions (English/French and French/Spanish) seeks only to raise certain points which might be useful to co-operators. It is divided into two parts:

. How to express ideas and create interest: what is a newsletter? Why should it be produced? For whom? What should it contain? Who should be responsible for its preparation? What should the Editor's sources of information be? How should one write a newsletter?

. Choice of techniques and costs of methods suggested in the booklet (roneo, offset, direct typing, Itek method, standard printing camera): sequence of operations, typing, titles, illustrations of an offset or roneo unit, staff required, evaluation of costs (as at June 1975, in Swiss francs).

Contents of "Co-operative Information", 1975

Country	Title	1	2	3
Arab Republic of Egypt	. Co-operatives, Agrarian Reforme and Agricultural Development in the ARE, by A. Benjacov and J. von Muralt			o
Bolivia	. Bolivian Mining Co-operatives		o	
Canada	. Co-operatives in the Canadian north, by A. Sprudzs	o		
"	. The 75th Anniversary of the "Desjardins de Lévis" People's Saving Fund		o	
Colombia	. Origin of the Co-operative Movement of Colombia, by E. Maldonado			o
"	. Directory of Co-operative Organisations			o
"	. Legal personality accorded to the ASOCOOEX	o		
Denmark	. New Danish Law on Joint-stock Companies, Certain Implication for Co-operative Societies, by C. Pedersen	o		
Europe	. Organisation of the International Association of Pharmaceutical Co-operatives	o		

Headings	Country
Adoption, by the 60th International Labour Conference, of a Convention and Recommendation concerning Organisations of Rural Workers and their Role a Social and Economic Development	International (ILO)
The Advantageous and Beneficial System of Ampélakia (1780-1812), by R. Louis and D. Mavrogiannis	Greece
Agricultural Co-operatives in the United Kingdom, by J.A.E. Morley	United Kingdom
The 75th Anniversary of the "Desjardins de Lévis" People's Saving Fund	Canada
Bolivian Mining Co-operatives	Bolivia
Consumer Co-operatives in the USSR, by Pr. Krasheninnikov	USSR
Contents of "Cooperative Information", 1974	International (ILO)

Country	Title	1	2	3
France	. Death of B. Lavergne			o
"	. SODIMA Co. continues to develop its foreign operations	o		
France-Europe	. The Co-operative Press Reinforces Inter-Cooperation		o	
General	. Promotion of Co-operatives in Traditional Areas, by J.M. Texier	o		
	. Vocabulary of Co-operative Terms	o		
	. Publications of the "Institut français de la Coopération"	o	o	
	. Publications of the "Laboratoire coopératif"	o		
	. Co-operatives as Third Sector Housing, by Dr. A.F. Laidlaw		o	
	. Co-operation, Co-operativisme? Notes on Certain Provisions in Recent Co-operative Legislation, by R. Louis		o	
	. List of diploms and theses presented from 1961 to 1974 at "Centre de recherches coopératives, Collège Coopératif", Paris		o	

Headings	Country
Cooperation, Co-operativism ? Notes on certain Provisions in Recent Co-operative Legislation, by R. Louis	International (ILO)
Co-operatives, Agrarian Reform and Agricultural Development in the ARE, by A. Benjacov and J. von Muralt	Arab Republic of Egypt
Co-operative Bibliography	International (ILO)
Co-operative Chronology	"
Co-operatives in the Canadian North, by A. Sprudzs	Canada
The Co-operative Movement in the Ivory-Coast Brackground Present Situation and Future Prospects, by A. Hirschfeld	Ivory Coast
The Co-operative Press Reinforces Inter-Cooperation	France-Europe
Co-operatives as Third Sector Housing, by Dr. A.F. Laidlaw	International (ILO)

Country	Title	1	2	3
German Democratic Republic (International)	. 43rd International Co-operative Seminar			o
Greece	. The Advantageous and Beneficial System of Ampélakia (1780-1812), by R. Louis and D. Mavrogiannis		o	
"	. Directory of Co-operative Organisation	o		
Hungary	. A Hundred Year Old Co-operative	o		
International (ICA)	. Publications of the ICA	o	o	o
	. Election of the New ICA President			o
	. Election of a Vice-President and of a New Member of the Executive Committee			o
	. The ICA's Long-Term Programme of Work			o
(ILO)	. Co-operative Chronology	o	o	
	. Co-operative Bibliography	o		o
	. Death of J.B. Orizet	o		

Headings	Country
Death of B. Lavergne	France
Death of J.B. Orizet	International (ILO)
Directory of Co-operative Organisations	Colombia Greece Jamaica Japan Mexico Panama
Election of the New ICA President	International (ICA)
Election of a Vice-President and of a New Member of the Executive Committee	"
Establishment of the Co-operative Branch	International (ILO)
First Open World Conference on Co-operative Fisheries	Japan (International)
Hundred Year Old Co-operative (A)	Hungary
ICA's Long-Term Programme of Work	International (ICA)
International Co-operative Trading Organisation (ICTO)	Singapore (International)
43rd International Co-operative Seminar	German Democratic Republic (International)

Country	Title	1	2	3
International (ILO)	. List of Co-operative Newspapers and Reviews	o	o	
	. List of Co-operative Colleges, Schools, Training Centres and University Institutes		o	
	. List of ILO Experts		o	
	. New Co-operative Publications of the ILO			o
	. List of Analysed Manuals	o		
	. Contents of "Cooperative Information", 1974	o		
	. Establishment of the Co-operative Branch	o		
	. Two Appointements to Top Management			o
	. Adoption, by the 60th International Labour Conference, of a Convention and Recommendation Concerning Organisations of Rural Workers and their Role a Social and Economic Development			o

Headings	Country
Legal Personality accorded to the ASOCOOEX	Colombia
List of :	International (ILO)
. Analysed Manuals	
. Co-operative Colleges, Schools, Training Centres and University Institutes	International (ILO)
. Diploms and theses presented from 1961 to 1974 at "Centre de recherches coopératives, Collège coopératif", Paris	General
. Co-operative Newspapers and Reviews	International (ILO)
. ILO Expert	"
New Danish Law on Joint-stock Companies, Certain Implication for Co-operatives Societies, by C. Pedersen	Demark
New Development in Mondragón	Spain
Organisation of the International Association of Pharmaceutical Co-operatives	Europe

Country	Title	1	2	3
Italy (International)	. Two Italian Co-operatives have joined International Co-operative Housing Development Association (ICHDA)		o	
Ivory Coast	. The Co-operative Movement in the Ivory Coast Background, Present Situation and Future Prospects, by A. Hirschfeld			o
Jamaica	. Directory of Co-operative Organisations	o		
Japan	. Directory of Co-operative Organisations		o	
Japan (International)	. First Open World Conference on Co-operative Fisheries			o
Japan	. Regional Seminar on Agricultural Co-operative Marketing with Special Emphasis on Distribution Methods			o
Mexico	. Directory of Co-operative Organisations	o		
Nigeria	. State Aid for Co-operatives in Nigeria, by M.O. Ijere			o

Headings	Country
Origin of the Co-operative Movement of Colombia, by E. Maldonado	Colombia
Promotion of Co-operatives in Traditional Areas, by J.M. Texier	General
Publications of the ICA	International (ICA)
Publications of the "Institut français de la Coopération"	General
Publications of the "Laboratoire Coopératif"	General
Regional Seminar on Agricultural Co-operative Marketing with Special Emphasis on Distribution Methods	Japan (International)
Seminar on the Development and Organisation of Housing Co-operative in Tanzania	Tanzania
SODIMA Co. continues to develop its foreign operations	France
State Aid for Co-operatives in Nigeria, by M.O. Ijere	Nigeria

Country	Title	1	2	3
Panama	. Directory of Co-operative Organisations	o		
Papua New Guinea	. A Successful Experiment Based on the Development of Unlimited Natural Resources			o
Singapore (International)	. International Co-operative Trading Organisation (ICTO)			o
Spain	. New Development in Mondragón	o		
Tanzania	. Seminar on the Development and Organisation of Housing Co-operatives in Tanzania			o
United Kingdom	. Agricultural Co-operatives in the United Kingdom, by J.A.E. Morley		o	
USSR	. The Consumer Co-operatives in the USSR, by Pr. Krasheninnikov		o	

Headings	Country
A Successful Experiment Based on the Development of Unlimited Natural Resources	Papua New Guinea
Two Appointements to Top Management	International (ILO)
Two Italian Co-operatives have joined International Co-operative Housing Development Association (ICHDA)	Italia (International)
Vocabulary of Co-operative Terms	General

A Bibliography on the Co-operative Movement of Sri Lanka

A systematic guide to the literature on the Co-operative Movement of Sri Lanka in English and Sinhala

by N.T.M. (Kithsiri) Kularatne

B. Com. (Ceylon)

Lecturer, School of Co-operation

Polgolla, Sri Lanka

Preface

The purpose of this bibliography is to present in a systematic way a comprehensive collection of data relating to the progress of an important popular enterprise in Sri Lanka, namely the co-operative.

This is the first attempt to prepare a comprehensive bibliography of the Co-operative Movement in Sri Lanka. Thus it is necessary to state at the outset, the scope, arrangement and design of this work which the reader should note.

The bibliography includes material published since 1911, as that year marks the beginning of the Co-operative Movement in Sri Lanka. Based on the recommendation of the Agricultural Banks Committee which was appointed in 1909, the Government decided to initiate the Co-operative Movement by enacting the first co-operative legislation in 1911. Publications up to December 1974 are included in this bibliography.

The bibliography consists mainly of books, periodicals, articles in periodicals and papers presented at Seminars in English and in Sinhala. Leaflets, pamphlets, government publications and publications issued by institutions, societies and other organisations as well as chapters from books which are thought to be useful for a study of the Co-operative Movement are included. Typescripts and unpublished documents which are important are included with a reference to their location; materials of slight importance, unauthenticated references collected from various sources and where the same material is found elsewhere have been omitted. Apart from a few exceptions, articles in news papers have been excluded since they do not normally figure in a bibliography of this nature. With two exceptions, model by-laws of co-operative societies have been excluded to avoid complications; by-laws are drafted by the Department of Co-operative Development in order to facilitate the registration of various types of societies; hence there are by-laws for each type of society, and they are merely models which a particular type of society is at liberty to adopt or amend according to its own requirements. Furthermore these by-laws come in a variety of forms and are difficult to identify with any accuracy in a bibliography of this kind.

More than 95 % of the material included have been personally examined by the author. The unexamined materials were collected from sources considered most reliable. Of the unexamined materials some were collected through correspondence abroad while others were collected from existing bibliographies and printed catalogues. An annotation is given where the title does not provide an explanation of the contents or where further explanation is necessary. The items are arranged according to a classified order. This classification was devised by the author to facilitate a study of the Movement. An author index is given for easy reference.

This document grows from the efforts of many people to whom I am greatly indebted. Dr. T. Jogaratnam, Professor of Agricultural Economics, University of Sri Lanka, Peradeniya Campus, provided me with the initial intellectual impetus for this venture, for which I am greatly indebted to him.

I am also indebted to Mr. G. Kurukulasuriya former Principal, School of Co-operation, Polgolla, Mr. T.D.L. Peiris, former Principal, School of Co-operation and ILO expert on co-operatives and Dr. Warnasena Rasaputram of the Central Bank of Ceylon, who went through the whole document and made a number of major improvements.

Regarting the technical aspects of compilation I am greateful to Mr. H.A.I. Goonetilake, Librarian, University of Sri Lanka, Peradeniya Campus, who advised me on many aspects of this work.

Finally I must emphasise that any flaws or deficiency in this bibliography wan only be attributed to the compiler.

N.T.M. (Hithsiri) Kularatne

Editor's Note

With the exception of the bibliography on the Colombian Co-operative movement which was published in No. 3/75, we have never been in a position to reproduce a systematic bibliography on a national co-operative movement. This is due to the fact that, to our knowledge, no such bibliography exists. We are therefore happy to publish in the present issue of "Co-operative Information" the comprehensive Bibliography on the co-operative movement of Sri Lanka prepared by Mr. N.T.M. Kularatne.

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GUIDE TO ABBREVIATIONS USED FOR ORGANISATIONS

This list is not a complete record of organisations cited in the bibliography, but only of organisations for which abbreviations have been adopted.

AARRO	Afro-Asian Rural Reconstruction Organisation, New Delhi.
ARTI	Agrarian Research and Training Institute, Wijerama Mawatta, Colombo 7.
CAAS	Ceylon Association of Advancement of Science, Bullers Road, Colombo 7.
CBC	Central Bank of Ceylon, Colombo 1.
CFC	Co-operative Federation of Ceylon, Galle Road, Colombo 3.
CMSC	Co-operative Management Services Centre, Granspass, Colombo 14.
DCD	Department of Co-operative Development, Colombo 1.
EED - EEDCD	Education and Extension Division of the Department of Co-operative Development, Galle Road, Colombo 3.
ICA	International Co-operative Alliance, 11 Upper Grosvenor Street, London W1X 9PA (U.K.).
ICASEA	International Co-operative Alliance Regional Office and Education Centre for South East Asia, 42 Friends' Colony, New Delhi 14 (India).
IDACA	Institute for the Development of Agricultural Co-operation in Asia, 6-24-9 Funabashi, Setagayaku, Tokyo (Japan).
NCCSL	National Co-operative Council of Sri Lanka, Galle Road, Colombo 3.
PB	People's Bank, Colombo 1.
SC	School of Co-operation, Polgolla.

Guide to abbreviations used for periodicals

This list is not a complete record of periodicals cited in the bibliography, but only of periodicals for which abbreviations have been adopted.

CCQ	Ceylon Coconut Quarterly
CCR	Ceylon Co-operative Review
CJHSS	The Ceylon JOurnal of Historical and Social Studies (Peradeniya)
IC	Industrial Ceylon: Journal of the Ceylon National Chamber of Industries (Colombo)
JNASC	Journal of the National Agricultural Society of Ceylon (Peradeniya)
RIC	Review of International Co-operation
UCR	University of Ceylon Review

Others abbreviations

app.	appendix
Ch.	Chapter
dept.	Department
diagr., diagrs.	diagram(s)
ed.	edited, editor
illus.	illustration(s)
Mimeo.	Mimeographed
n.d.	no date of publication
No. no.	Number, number
p.	page(s)
pp.	pages
Sess.P.	Sessional Paper
tab.	table
Vol., Vols.	Volume(s)

Editor's Note: French and English translations made in the Co-operative Branch, ILO.

(...) Refer to this number.

----- Same author

A Bibliography on the Co-operative Movement of Sri Lanka
Une bibliographie sur le mouvement coopératif à Sri Lanka
Bibliografía del movimiento cooperativo en Sri Lanka

I. CO-OPERATIVE DEVELOPMENT
DEVELOPPEMENT COOPERATIF
DESARROLLO COOPERATIVO

1. Co-operation - General
Coopération - Général
Cooperación - Generalidades

1. ALL INDIA CO-OPERATIVE UNION, New Delhi. Co-operative press and publicity activities in Ceylon. All India Co-operative Review. Vol. 28(9), Dec. 1962, pp. 486-493.

2. CAMPBELL, W.K.H. Report on studies in co-operation. Colombo, Ceylon Govt. Press, 1926, 18 p. (Sess.P.XXIV-1926).

3. ----- Supplementary reports on co-operation in Ceylon. Colombo, Govt. Press, 1927, 8 p. (Sess.P.XXXI-1927).

4. ----- and WICKRAMARATNE, N. Ceylon Co-operative Manual. Colombo, Ceylon Govt. Press, 1931, 129 p.

5. CEYLON CO-OPERATIVE REVIEW, Vol. 1(1) March 1967 -Vol. 2 (1/2) Mar./June 1968. Colombo, CFC. 1967-1968. Quarterly (also in Sinhala).

6. CMSC NEWS. Vol. 1 (1) Jan. 1974. Colombo, CMSC, 1974. Quarterly. (Also in Sinhala).

   Bulletin destiné principalement à informer le secteur coopératif de Sri Lanka des activités du Centre des services d'administration coopérative.

   News bulletin intended mainly to enable the Co-operative Sector in Sri Lanka to be kept informed of the activities of the CMSC.

   Boletín destinado principalmente a informar al sector cooperativo de Sri Lanka de las actividades del Centro de servicios de administración cooperativa.

7. CO-OPERATOR. Vol. 1(1), Aug. 1963. Vol. 2(20) Dec. 1964, Jaffna, Northern Division Co-operative Federation, 1963-1964, Weekly. Vol. 3(1), April 1965. Vol. 10(30), July 1972. Jaffna, Northern Division Co-operative Federation, 1965-1972. Fortnightly (English 8 p., Tamil 4 p.).

8. CO-OPERATIVE DISTRICT UNION, Kandy, Samagi maga. Kandy, Co-operative District Union, 1961, 40 p.

Publié à l'occasion des célébrations du cinquantenaire du mouvement coopératif.

Published on the occasion of jubilee celebrations.

Publicado con motivo del cincuentenario del movimiento cooperativo.

9. CO-OPERATIVE FEDERATION OF CEYLON. Greetings from abroad on the inauguration of the Co-operative Federation of Ceylon. Colombo, CFC, 1955, 6 p.

10. ----- Annual Report 1956-1971. Colombo, CFC, 1956-1971. Annual.

11. ----- Sammantrana pravurti (Conference News). Colombo, CFC, 1958, 32 p.

Compte-rendu de la première conférence de la Fédération coopérative de Ceylan.

Proceedings of the first conference of the CFC.

Actas de la primera Conferencia de la Federación Cooperativa de Ceilán.

12. ----- 44th International Co-operative Day. Colombo, CFC, 15 p.

13. ----- Samupakara vitti (Co-operative Information). Colombo, CFC, 1961, 15 p.

14. ----- Fifty Years of Co-operation in Ceylon 1912-1962. Some facts. Colombo, CFC, 1962, 23 p. (Also in Sinhala).

Publié à l'occasion du cinquantenaire du mouvement coopératif.

Published on the occasion of Co-operative Golden Jubilee.

Publicado con motivo del cincuentenario del movimiento cooperativo.

15. CO-OPERATIVE MANAGEMENT SERVICES CENTRE. Leakages in co-operatives in Sri Lanka : A study with proposed remedial actions. Colombo, CMSC, 1973, 9 p. (Also in Sinhala).

16. ----- The Co-operative Movement of Sri Lanka. Colombo, CMSC, 1974, 44 p.

Analyse les principaux types de sociétés coopératives, d'organisations du second degré et des autres organisations d'appui.

Discusses about the principle types of co-operative societies, apex organisations and other supporting organisations.

Analiza las principales categorías de cooperativas, organizaciones de segundo grado y similares.

17. CO-OPERATIVE WHOLESALE ESTABLISHMENT. Introducing the new co-operative wholesale establishment. Colombo, CWE, 1950, 8 p.

8. ----- Statement of accounts 1951-1966. Colombo, CWE Printing Press, 1951-1966. Annual.

Rapport comptable et rapport annuel du Conseil d'administration également joint pour quelques années. Ronéoté de 1962 à 1965.

Audit report, and annual report of the Board of Directors, also attached in certain years. From 1962-1965 mimeographed.

Los informes anuales y de auditoría del consejo de administración se adjuntan en determinados años a los estados financieros mencionados en el epígrafe. Dichos informes se han mimeografiado de 1962 a 1965.

9. ----- Annual Report and Accounts 1966. Colombo, CWE Printing Press, 1966. Annual.

Publié avec le rapport du conseil d'administration et le rapport du Commissaire aux comptes.

Printed and published with the report of the Board of Directors and the report of the Auditor General.

Impreso y publicado junto con el informe del consejo de administración y el informe del Interventor General de Cuentas.

10. CO-OPERATIVE TRAINING SCHOOL. Vol. 1(1) Dec. 1969. Jaffna, Co-operative Training School, 1969. Annual.

11. COORAY, E.J. The Co-operative Movement: a means of achieving economic independence. Independent Ceylon, 1949, pp. 68-72, illus.

12. DE SILVA, S.F. The Co-operative Movement. Wellampitiya, Jinadasa and Co. (195 ?) 112 p., illus., app.

13. DE SOYZA, G. Report on rural reconstruction in Ceylon. Colombo, Ceylon Govt. Press, 1944, 102 p. (Sess.P.XXIII - 1944).

Préparé pour le Sous-comité du Conseil des Ministres désigné pour définir un plan de reconstruction rurale, et soumis au Sous-comité en mai 1942.

Prepared for the information of sub-committee of the Board of Ministers appointed to formulate a scheme of rural reconstruction, and submitted to the sub-committee in May 1942.

Preparado para información del Subcomité del Consejo de Ministros, encargado de preparar un plan de reconstrucción rural, el cual fue sometido para estudio de dicho Subcomité.

14. DILLIMUNY, S.A. A Bibliography of co-operative movement in Ceylon 1971, 1971, 12 p. (Typescript).

Bibliographie soumise pour examen à la Ceylon Library Association. Disponible à la Sri Lanka Library Association, Colombo.

Bibliography submitted as part requirement for intermediate examination of the Ceylon Library Association. Available at Sri Lanka Library Association, Colombo.

Bibliografía sometida para examen à la Ceylon Library Association. Dicha bibliografía puede obtenerse escribiendo a la Sri Lanka Library Association, Colombo.

25. ERAVURAPATTA MULTIPURPOSE CO-OPERATIVE SOCIETIES UNION LTD. Souvenir. Ed. K. Ponnuthurai. Batticaloa, A.C. Mission Printing Press, 1959, 55 p.

26. FERNANDO, G.I.O.M. Report on co-operative study tour of Europe 1950. Colombo, Ceylon Govt. Press, 1952, 95 p. (Sess.P.II-1952).

Ce rapport décrit les coopératives européennes en 1950, en particulier certains aspects qui ont un impact sur le développement des coopératives à Ceylan. Il contient des propositions pour le développement de l'éducation coopérative à Ceylan.

The report describes the European co-operatives in 1950, in particular certain aspects which have a bearing on the growth of co-operatives in Ceylon in the context of a dual economy of relatively self sufficient rural communities. It contains proposals for the development of co-operative education in Ceylon.

Este informe describe las cooperativas europeas en 1950, sobre todo aquellos aspectos que pueden influir en el desarrollo de las cooperativas de Ceilán, teniendo en cuenta las especiales características económicas de las comunidades rurales relativamente independientes entre sí. Dicho informe contiene propuestas para el fomento de la educación cooperativa en Ceilán.

27. ----- Co-operative and under-developed economy. Community. Vol. 2 April 1955, pp. 64-71.

28. FERNANDO, S.C. Experience of Ceylon in co-operative development.

Papier présenté au Séminaire régional asien organisé par l'OIT, Nuwara Eliya, 1957

Paper presented at the Asian Regional Seminar organised by the ILO, Nuwara Eliya, 1957.

Documento presentado al Seminario regional asiático, organizado por la OIT en Nuwara Eliya en 1957.

29. GOVERNMENT OF CEYLON. Agricultural Banks. Report of the commission appointed by the Governor to consider whole question of agricultural banks whether they are required in Ceylon and how far Banks on the models introduced in India and other countries are suited to the conditions now existing in Ceylon. Colombo, 1910. Printed by H.C. Cottle, Govt. Printer, 54 p. (Sess.P.VIII-1910).

Se basant sur les recommandations du rapport de la commission, le gouvernement décida de commencer à organiser des coopératives de crédit et adopta à cette fin la première loi coopérative de Ceylan. Ordonnance N° 7 de 1911.

Based on the recommendations of the Commission's report, the Government decided to initiate organisation of Co-operative credit societies and for this purpose the Govt. passed the first Co-operative Law of Ceylon. Ordinance No. 7 of 1911. Commission - Chairman, H.L. Crawford, Bernard Senior, J.P. Lewis, W.C. Terrynam, J.H. Meedeniya, J. Wickramaratne, W.A. de Silva, H.S. Perera.

El Gobierno decidió, basándose en las recomendaciones contenidas en el informe de la Comisión, promover la organización de las cooperativas de crédito mediante la promulgación de la primera ley cooperativa de Ceilán. Ordenanza núm. 7 de 1911.

. ----- Co-operative credit societies bill. Colombo, Govt Printer, 1911, 1 p. (Sess.P.XII-1911).

Rapport d'un comité du Conseil législatif désigné pour se prononcer sur le projet de loi coopérative. Le comité était composé de MM. J.C.W. Pereira, C.D. Vigors, H.W. Brodhurst, A. Kanegasabai. Le comité recommanda l'adoption de la loi sans amendement.

Report of a select committee of the Legislative Council appointed to report upon the Bill intitulated "An Ordinance to provide for the constitution and control of co-operative credit societies". The committee consisted of J.C.W. Pereira, C.D. Vigors, H.W. Brodhurst, A. Kanegasabai. The select committee suggested no amendments and recommend the adoption of the ordinance.

Informe del Comité Especial del Consejo de Administración, creado para examinar el proyecto de ley cooperativa. Dicho Comité estaba compuesto por los Sres. J.C.W. Pereira, C.D. Vigors, H.W. Brodhurst, y A. Kanegasabai. Ese Comité no introdujo enmienda alguna y recomendó la adopción de la ley.

. ----- Administration reports on the co-operative movement in Ceylon. Part IV, Education, Science and Art, 1912/13. Colombo, Ceylon Govt. Press, 1912/13. Annual.

Ces rapports administratifs annuels donnent une large vue d'ensemble du mouvement coopératif de Sri Lanka. Le premier rapport a été préparé par le Secrétaire du Conseil de contrôle des coopératives de crédit, service dirigé par le Directeur de l'Agriculture qui était également le Registrar des coopératives. En 1930, ce service est devenu le Département des coopératives, sous la tutelle du Registrar of Co-operative Societies. En 1945, le Département des coopératives et le Département du développement coopératif ont fusionné et constitué le Département du développement coopératif, sous la tutelle du

Commissioner of Co-operative Development and Registrar of Co-operative Societies (CCD and RCS). Les titres des rapports furent successivement :

- *Report of the Secretary of the Board of Control, Co-operative Credit Societies 1912/13 to 1914/15.*
- *Report of the Registrar of Co-operative Credit Societies 1916/17 to 1920/21.*
- *Report on the Co-operative Societies 1922/23 to 1924/25*
- *Administration Report of the Working Co-operative Societies 1926/27.*
- *Report on the Ceylon Co-operative Movement 1957-1967/68.*
- *Administration Report of the Co-operative Movement in Ceylon 1968/69.*
  This was published every year upto 1939/40, 1940/42, 1942/45, 1945/48 and 1948/50 one report for each period.
  From 1955 published in Sinhala and Tamil also.

These annual administration reports give an authoritative and comprehensive account of the co-operative movement of Sri Lanka. The first report was prepared by the Secretary, Board of Control for Co-operative Credit Societies which was a division under the Director of Agriculture who was also the registrar of co-operative societies. In 1930 it was made a separate dept. known as the Co-operative Department under the Registrar of Co-operative Societies. In 1945 Co-operative Department and Department of Co-operative Development were amalgamated and were known as Department of Co-operative Development under the Commissioner of Co-operative Development and Registrar of Co-operative Societies (CCD and RCS). The title of the report changed as follows:

- *Report of the Secretary of the Board of Control, Co-operative Credit Societies 1912/13 to 1914/15.*
- *Report of the Registrar of Co-operative Credit Societies 1916/17 to 1920/21.*
- *Report on the Co-operative Societies 1922/23 to 1924/25.*
- *Administration Report of the Working Co-operative Societies 1926/27.*
- *Report on the Ceylon Co-operative Movement 1957-1967/68.*
- *Administration Report of the Co-operative Movement in Ceylon 1968/69.*
  This was published every year upto 1939/40, 1940/42, 1942/45, 1945/48 and 1948/50, one report for each period.
  From 1955 published in Sinhala and Tamil also.

Estos informes administrativos anuales proporcionan una información detallada del movimiento cooperativo de Sri Lanka. El primero de ellos fue elaborado por el Secretario de la Junta de Control de las cooperativas de crédito, la cual dependía del Director de la Agricultura, quien era a la vez el "Registrar" de cooperativas. En 1945, el Departamento Cooperativo y el Departamento de Desarrollo Cooperativo se fusionaron para formar el Departamento de Desarrollo Cooperativo bajo la dirección del Superintendente de Desarrollo Cooperativo y el

"Registrar" de cooperativas (CCD y RCS). Los títulos de los informes son ahora los siguientes:

- *Report of the Secretary of the Board of Control, Co-operative Credit Societies 1912/13 to 1914/15.*
- *Report of the Registrar of Co-operative Credit Societies 1916/17 to 1920/21.*
- *Report on the Co-operative Societies 1922/23 to 1924/25.*
- *Administration Report of the Working Co-operative Societies 1926/27.*
- *Report on the Ceylon Co-operative Movement 1957-1967/68.*
- *Administration Report of the Co-operative Movement in Ceylon 1968/69.*

This was published every year upto 1939/40, 1940/42, 1942/45, 1945/48 and 1948/50 one report for each period.
From 1955 published in Sinhala and Tamil also.

32. ----- Proceedings of a meeting of co-operative credit societies; held at King's Pavilion, Kandy on April 28, 1914. Colombo Govt. Printer, 1914, 17 p. (Sess.P.XVI-1914).

33. ----- Report of the Secretary, Board of Control Co-operative Credit Societies. Administration Reports 1914-1926. Colombo, Govt. Printer, 1914-1926. Annual.

Ces rapports ont été préparés par N. Wickramaratne, Secrétaire du Bureau de Contrôle. Ce bureau a été fondé pour appuyer les demandes de prêts auprès des sociétés de crédit.

All these reports were prepared by N. Wickramaratne, Secretary, Board of Control. This board was set up to recommend loans to credit societies.

Estos informes fueron preparados por N. Wickramaratne, Secretario de la Junta de Control. Dicha Junta se fundó con objeto de recomendar las solicitudes de préstamos ante las sociedades de crédito.

34. ----- Memorandum on further development of the co-operative movement in Ceylon. Colombo, Ceylon Govt. Press, 1924, 4 p. (Sess.P.XXIV-1924).

35. ----- Ministry of Finance. The Co-operative Movement. Economic and Social Development of Ceylon. (A survey). 1926-1950. Colombo, Ceylon Govt. Press, 1951, pp. 18-19. Tab.

Présenté au Parlement par J.R. Jayawardena, Ministre des Finances.

Presented to the Parliament by Hon. J.R. Jayawardena, Minister of Finance.

Presentado al Parlamento por el Honorable J.R. Jayawardena, Ministro de la Economía.

36. ----- Ministry of Finance. The Co-operative Movement. Economic and Social Development of Ceylon. (A survey). 1926-1954. Colombo, Ceylon Govt. Press, pp. 29-30.

Présenté au Parlement par M.D.H. Jayawardena, Ministre des Finances.

Presented to the Parliament by Hon. M.D.H. Jayawardena, Minister of Finance.

Presentado al Parlamento por el Honorable M.D.H. Jayawardena, Ministro de la Economía.

37. ----- Ceylon Banking Commission - Report 1934, Vol. 1. Colombo, Gov Printer, 1934, 285 p. App., graphs, tab. (Sess.P.XXII-1934).

La troisième partie analyse la situation du mouvement coopératif et comporte des recommandations.

Part III gives a critical account of the co-operative movement with recommendations. Commissioners Sir Sorabji, N. Pockkhanawala (Chairman), Sir Marcus Fernando, Dr. B.B. Das Gupta (Secretary).

La parte III contiene un análisis crítico del movimiento cooperativo, así como diversas propuestas. Superintendente: Sir Sorabji, N. Pockkhanawala; Presidente: Sir Marcus Fernando; Secretario: Dr. B.B. Das Gupta.

38. ----- Ceylon Banking Commission - Memoranda and evidence. Vol. II. Colombo, Ceylon Govt. Press, 1934, 528 p.

Partie I(1) questionnaire - Banques centrales coopératives et banques hypothécaires ; Partie II, situation actuelle.

Part I(1) Questionnaire - Co-operative Central Banks and Lands, Mortgage Banks; Part II Evidence.

Parte I(1) Cuestionario - Bancos centrales cooperativos y bancos hipotecarios; Parte II - Situación actual.

39. ----- The co-operative way. Colombo, Ceylon Govt. Press, 1945, 12

Publié à l'occasion de l'exposition sur l'éducation tenue à Kandy en 1945.

Published on account of the All Ceylon Education Exhibition held on August 20-23, Kandy, 1945.

Publicado con motivo de la exposición educativa en Ceilan, celebrada del 20 al 23 de agosto de 1945 en Kandy.

40. ----- Despatches from the Secretary of State for the Colonies regarding the development of the co-operative movement in the colonial dependencies. Colombo, Ceylon Govt. Press, 1946, 36 p. (Sess.P.I-1947).

41. ----- Department of Co-operative Development. Introducing you the co-operative way. Colombo, Propaganda Division, 1949, 15 p.

42. ----- Department of Co-operative Development. All Ceylon Co-operative Congress in Pictures, Jan. 1950, Colombo, Propaganda Division, 1950, 38 p.

Plaquette-souvenir publiée à l'occasion du Congrès coopératif de Ceylan.

Souvenir published on the occasion of the All Ceylon Co-operative Congress.

Diversos actos conmemorativos con ocasion de la apertura del Congreso Cooperativo celebrado en Ceilan en 1950.

43. ----- All Ceylon Co-operative Congress, Souvenir 1950. Colombo Propaganda Division, 1950, 66 p. (Also in Sinhala and Tamil).

Plaquette-souvenir publiée à l'occasion du Congrès coopératif de Ceylan, 1950.

Souvenir published on the occasion of the All Ceylon Co-operative Congress, 1950.

Diversos actos conmemorativos con ocasión de la apertura del Congreso Cooperativo celebrado en Ceilán en 1950.

44. ----- Conference of officers of the co-operative department (Paper read). Colombo, Ceylon Govt. Press, 1952, 62 p.

45. ----- Ministry of Agriculture and Food. Reports on the working and financial position of the Co-operative Wholesale Establishment. Colombo, Ceylon Govt. Press, 1954, 177 p. Tab. (Sess.P.XXIV-1954).

Partie I - Major J.W. Oldfield ; Partie II - G.W. Wickramasingha.

Part I - Major J.W. Oldfield; Part II - G.W. Wickramasingha.

Parte I - Major J.W. Oldfield; Parte II - G.W. Wickramasingha.

46. ----- Dept. of Agrarian Services. Administrative reports of the Commissioner of Agrarian Services, 1957-1969/70, Colombo, Ceylon Govt. Press 1957-1969/70. Annual.

Contient des informations sur les coopératives agricoles, crédit, assurance des récoltes, plans de subvention des engrais, le système de prix garantis, la commercialisation, etc. Ce département renommé est devenu la Division des institutions rurales du ministère de l'Agriculture et des terres en 1974.

Contains information on agricultural co-operative credit, crop insurance, fertiliser subsidy schemes, guaranteed price schemes, marketing etc. This department was re-constituted as Rural Institutions and Productivity Law Division under the Ministry of Agriculture and Lands in 1974.

Contiene información sobre las cooperativas agrícolas de crédito, seguro de las cosechas, utilización de los abonos, garantía de precios, estudios de mercados, etc. Este Departamento se transformó posteriormente en la División de las instituciones rurales y de productividad bajo la dirección del Ministerio de Agricultura a partir de 1974.

47. ----- Ministry of Agriculture and Food. Agricultural Plan. First report of the Ministry of Planning Committee 1958. Colombo, Ceylon Govt. Press, 1958, 381 p.

Analyse du mouvement coopératif et de ses possibilités de développement.

Gives a critical view of the co-operative movement with future lines of development, in the relevant chapters.

Examen crítico del movimiento cooperativo presente y su desarrollo futuro.

48. ----- People's Bank: A Bill - First Session 1960/61. Colombo, Ceylon Govt. Press, 1960, 21 p.

Loi sur l'établissement de la Banque populaire destinée à remplacer la Banque coopérative fédérale de Ceylan (créée par l'ordonnance N° 39 de 1947) et amendant la "Co-operative Societies Ordinance".

To provide for the establishment of the People's Bank to repeal the Co-operative Federal Bank of Ceylon Ltd. (Financial Aid) Ordinance No. 39 of 1947 to make consequential amendments to the Co-operative Societies Ordinance and to provide for matters connected with or incidental to the matters aforesaid.

Ley por la que se crea el Banco Popular que sustituye al Banco Cooperativo Federal de Ceilán. Ordenanza núm. 39, de 1947, por la que se enmienda la Ordenanza sobre sociedades cooperativas y cuestiones afines.

49. ----- Report of the People's Bank Commission. Colombo, Ceylon Govt Press, 1966, 237 p. (Sess.P.VII-1966).

Compte-rendu des activités de la People's Bank du 1er juillet 1961 au 1er octobre 1965 et recommandations. Commission : Sir Arthur Ranasinghe (Président), M.L. Gogtay, N. Edirisinghe, P.A.T. Gunasinghe (Secrétaires).

To report on working and administration of the People's Bank during the period commencing on 1st July, 1961 and ending on the 1st October, 1965 ... and also to make recommendations. Commission - Sir Arthur Ranasinghe (Chairman), M.L. Gogtay, N. Edirisinghe, P.A.T. Gunasinghe (Secretary).

Actas de las actividades del Banco Popular desde el 1° de julio de 1961 hasta el 1° de octubre de 1965 ... y de las recomendaciones adoptadas al respecto. Comisión: Sir Arthur Ranasinghe (Presidente), M.L. Gogtay, N. Edirisinghe, P.A.T. Gunasinghe (Secretarios).

0. ----- Department of Census and Statistics. The Co-operative Movement, Ceylon Year Book 1948. Colombo, 1948. Annual.

1. ----- Department of Census and Statistics. Co-operative Development. Statistical Abstract of Ceylon, 1949. Colombo, 1949. Annual.

2. ----- Department of Census and Statistics. Survey of Rural Indebtedness. Monograph No. 12. Colombo, Ceylon Govt. Press, 1959, 28 p.

3. ----- Department of Co-operative Development. Palugama saru vu hëti (How Palugama became prosperous). Polgolla, Education and Extension Division, 1960, 34 p.

4. ----- Department of Census and Statistics. Co-operative Movement. Statistical Pocket Book, 1966. Colombo, 1966. Annual.

5. ----- Department of Co-operative Development. The Committee of your co-operative society leaflet No. 3/67. Colombo, DCD, 1967.

6. ----- Report of the Co-operative Wholesale Establishment Commission of Inquiry. Colombo, Ceylon Govt. Press, 1967/68 (Part I Sess.P. XXV-1967; Part IV Sess.P.I-1968).

President - Chairman - Presidente : H.W.R. Weerasuriya.

7. ----- Department of Co-operative Development. Samupakaraya händinvima (Introduction to co-operation). Publication No. 1, Colombo, Co-operative Publication Board, (196 ?), 5 p.

8. ----- Report of the Royal Commission on the Co-operative Movement in Ceylon. Colombo, Ceylon Govt. Press, 1970, 393 p. (Sess.P.II-1970).

La Commission royale, composée de MM. A.E. Laidlaw (Président), K. Alvapillai, R.H. de Mel, T.B. Panabokke, S.S. Puri, T.D.L. Peiris (secrétaire), passe en revue chaque aspect du mouvement et fait des recommandations pour réduire l'interférence du gouvernement par l'éducation et une amélioration de la gestion.

The Royal Commission reviewed every aspect of the movement and made recommendations aimed at minimising Government interference and strengthening the independence of the movement through education and improved management. A.E. Laidlaw (Chairman), K. Alvapillai, R.H. de Mel, T.B. Panabokke, S.S. Puri, T.D.L. Peiris (Secretary).

La Comisión Real examina independientemente cada caso particular del movimiento cooperativo y sugiere recomendaciones tendientes a reducir la injerencia del Gobierno y a consolidar la independencia del movimiento mediante la educación y mejora de

la administración. Dicha Comisión estaba compuesta por los Sres. A.E. Laidlaw (Presidente), K. Alvapillai, R.H. de Mel, T.B. Panabokke, S.S. Puri, T.D.L. Peiris (Secretario).

59. ----- Department of Co-operative Development. Visala pratamika sam pakara samiti (Large primary co-operative societies). Publication No. 2/1970. Colombo, Education and Extension Division, 1970.

Analyse les fonctions d'une grande coopérative à buts multiples après la réorganisation de 1971.

Discusses the functions of the MPCS after the re-organisation in 1971.

Analiza las actividades de una importante cooperativa multifunctional después de su reorganización de 1971.

60. ----- Department of Co-operative Development. Visala prathamika samitiya ha oba (Large primary society and you). Publication No. 1/1971. Colombo, Education and Extension Division. 8 p.

Analyse les fonctions d'une grande coopérative à buts multiples après la réorganisation de 1971.

Discusses the functions of a MPCS after the re-organisation in 1971.

Analiza las actividades de una importante cooperativa multifunctional después de su reorganización de 1971.

61. ----- Department of Co-operative Development. Sämata sämadama subaseta (Prosperity for all at all times). Publication No. 2/1971. Colombo, Education and Extension Division, 1971, 7 p. (Also in Tamil).

Commente les avantages qui peuvent être tirés de la réorganisation de 1971.

Discusses the benefits that could be derived as a result of the re-organisation in 1971.

Comenta las ventajas derivadas de la reorganización de 1971.

62. ----- Department of Co-operative Development. Co-operative Societ and Co-operative Employees Commission, Janatha Committees and Branch Committees. Colombo, EED, 1972, 16 p. (Also in Sinhala).

Cette brochure analyse les relations entre les coopératives, la commission des employés des coopératives, les "comités Janatha" et les comités auxiliaires.

This booklet discusses the relationship between co-operative societies, co-operative employees commission, Janatha Committees and Branch Committees.

Este fascículo examina las relaciones entre las cooperativas, la Comisión de Empleados de Cooperativas, los comités "Janatha" y los comités auxiliares.

5. ----- Information Department. Samupakara sanvardhana maga (Path to co-operative development). Colombo, 1972.

4. ----- Ministry of Planning and Employment. The Five Year Plan, 1972-76. Colombo, 1971, 137 p.

Analyse le rôle de la coopération au sein du plan quinquennal 1972-1976.

Discusses the role of the co-operation in the Five Year Plan in certain chapters.

Analiza el papel de la cooperación en el marco del plan quinquenal 1972-1976.

5. ----- Department of Co-operative Development. Sanvardhana ha vivastapita chakralekhana (Development and statutory circulars). Colombo, EED, 1973, 415 p.

Collection de circulaires émanant du Département du Développement coopératif pendant la période du 1.7.1970 au 30.11.1972.

A collection of circulars issued by the Department during the period 1.7.1970 to 30.11.1972.

Juego de circulares procedentes del Departamento de Desarrollo Cooperativo para el período 1.7.70 al 30.11.72

6. GOVERNMENT OF SRI LANKA. National State Assembly. Co-operative Societies: A Bill. Supplement Gazette of the Republic of Sri Lanka, Part II of June 23, 1972. Colombo, Ceylon Govt. Press, 1972, 45 p. (Also in Sinhala and Tamil).

Loi sur le développement des coopératives amendant la loi sur la constitution et le contrôle des coopératives.

To provide for the development of Co-operative Societies and to consolidate and amend the law relating to the constitution and controls of co-operatives and to provide for matters connected therewith and incidental thereto.

Ley sobre el desarrollo de las cooperativas por la que se modifica la ley sobre la constitución y control de las cooperativas.

7. ----- Lanka samupakara viyaparaya pilibanda rajakiya commisame nirdesa (Recommendations of the Royal Commission on the Co-operative Movement of Ceylon). Colombo, DCD (1972), 11 p. Mimeo. (Unpublished: for departmental officers only - Non publié : pour les fonctionnaires du département seulement - Se ha publicado solamente para uso de los functionarios del Departamento)

Disponible à la Bibliothèque de l'Ecole de coopération de Polgolla.

Available at the S.C. Library, Polgolla.

Este documento puede obtenerse escribiendo a la Biblioteca de la Escuela de Cooperación de Polgolla.

68. ----- Department of Co-operative Development. Sri Lanka Samupakara (Co-operation in Sri Lanka). Colombo, EEDCD, 1974 (Leaflet).

Indique la structure du mouvement coopératif de Sri Lanka après la réorganisation de 1971

Gives the structure of the Co-operative Movement of Sri Lanka after the re-organisation 1971.

Describe la estructura del movimiento cooperativo de Sri Lanka después de la reorganización de 1971.

69. GUNASEKERA, R.G.G.O. Arthika ha samaja parivartanayak (An Economic and Social Change). Publication No. 3/1971. Colombo, EED, 1971, 11 p.

Analyse la réorganisation coopérative de 1971.

Discusses the co-operative re-organisation of 1971.

Analiza la reorganización cooperativa de 1971.

(70) ----- Increasing efficiencies of the new primary co-operatives. International Co-operative Alliance Regional Bulletin. Vol. 12 (2), April 1972, pp. 6-8. See No.70 pp. 20-27.

Document présenté au séminaire organisé par la People's Bank, Déc. 1971.

Paper presented at the Seminar organised by the People's Bank, Dec. 1971.

Documento presentado al Seminario organizado por el Banco Popular, diciembre de 1971.

70. ----- Co-operative Movement and National Development Publication No. 4/1973. Colombo, Department of Co-operative Development, EED, 1973, 102 p. (Also in Sinhala).

Collection de documents présentés par M. Gunasekera sur divers sujets traitant des coopératives.

A collection of papers presented by Mr. Gunasekera on various subjects pertaining to co-operatives.

Juego de documentos presentados por el Sr. Gunasekera respecto de ciertos temas relacionados con las cooperativas.

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Coopératives de commercialisation
Cooperativas de comercialización

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Describe la comercialización cooperativa de legumbres en Palugama y sugiere recomendaciones.

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63. EDIRISINGHE, S.P.S. Elavalu ha palaturu samupakara hramayata alevi kirima; pratamika samiti katautu kerahi visesa salakili sahitawa. (Marketing of vegetables and fruits on co-operative system with special reference to Primary Societies).

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264. EFFERSON, J.N. Some observation on the emerging rice marketing problems of Sri Lanka. Colombo, Ministry of Agriculture (197?) 33 p., app. (Unpublished).

Rapport préparé sous le patronnage du International Rice Research Institute par la Sri Lanka Ford Foundation Rice Processing Project, en collaboration avec le Paddy Marketing Board of Sri Lanka. Analyse de la commercialisation du riz par les coopératives. Disponible à la librairie du ministère de l'Agriculture et des Terres, Colombo (non publié).

The report was prepared under the sponsorship of the International Rice Research Institute through the Sri Lanka Ford Foundation Rice Processing Project in Co-operation with the Paddy Marketing Board of Sri Lanka. Co-operative aspect of rice marketing is also examined. Available at the Ministry of Agriculture and Lands Library, Colombo.

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266. FERNANDO, A.B. Co-operative marketing of poultry and eggs.

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Report submitted by L.E. Pickett, ILO Expert.

Informe sometido por L.E. Pickett, experto de la OIT.

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281. WANASINGHE, H.S. The role of co-operatives in marketing and supply in Ceylon. Agricultural Marketing. Colombo, Department of Agrarian Services, 1966, pp. 110-124.

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Analyse le système actuel de distribution des engrais, ses faiblesses et les solutions à y apporter. Disponible à la bibliothèque du ministère de l'Agriculture et des Terres, Colombo, (non publié).

Discusses the present distribution system, area of weakness and solutions. Available at the Ministry of Agriculture and Lands Library, Colombo.

Analiza el sistema actual de distribución de abonos, pone de relieve los puntos débiles y proporciona las soluciones más apropiadas para mejorarlos. Disponible en la biblioteca del Ministerio de Agricultura, Colombo (no publicado).

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Véase No. 263.

IV. MANAGEMENT AND FINANCE
GESTION ET FINANCEMENT
GESTION Y FINANCIAMIENTO

13. Co-operative Education and Training
Education et formation coopératives
Educación y formación cooperativas

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Traite des méthodes d'éducation coopérative, des activités actuelles, des échecs passés et des programmes proposés.

Deals with methods, present activities, previous failures, and proposed programmes.

Examina los métodos de educacion cooperativa, las actividades actuales, los fracasos y los programas propuestos.

288. ----- Co-operative Education Implementation Programme Stage II.

Document présenté lors de la Conférence internationale de l'ACI sur l'éducation coopérative, tenue à New Delhi en 1968.

Paper presented for consideration by the Board of Directors. Presented to the ICA International Conference on "Co-operative Education" held in New Delhi, Feb. 16-23, 1968, 10 p.

Documento presentado con motivo de la Conferencia internacional de la ACI en la educacion cooperativa, celebrada en Nueva Delhi en 1968.

289. ----- Co-operative member education.

Rapport présenté à la Conférence d'experts sur l'éducation des coopérateurs en Malaisie, organisée conjointement par l'ACI et l'Union des coopératives de Malaisie, à Kuala Lumpur, 1968.

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Informe sometido a la Conferencia de expertos en educación de los cooperativistas, organizada conjuntamente por la ACI y la Unión de cooperativas de Malasia en Kuala Lumpur, 1968.

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Documento preparado a la consideración de la Conferencia internacional en educación cooperativa, Nueva Delhi, 1968.

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292. GOVERNMENT OF CEYLON. Department of Co-operative Development. The Five-Year Co-operative Education Plan, 1972-76. Colombo, DCD, 1972, 32 p. (Also in Sinhala).

293. HERATH, W.U. Employee training in Sri Lanka.

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Paper presented to the Regional Conference of Principals of National Co-operative Training Institutions and Selected Teachers of Co-operative Training Centres held in Jakarta, Indonesia, June, 1974, 20 p. Available at SC Library, Polgolla.

Documento sometido a la Conferencia regional de directores de institutos nacionales de formación cooperativa y de educadores de centros de formación cooperativa, celebrada en Jakarta (Indonesia) en 1974.

294. INTERNATIONAL LABOUR ORGANISATION. Report to the Government of Ceylon on Co-operative Education. ILO/TAP/CEYLON/R.3. Geneva, ILO, 1953, 133 p.

Rapport présenté par E.B. Loveridge, expert du BIT.

Report submitted by E.B. Loveridge, ILO Expert.

Informe presentado por E.B. Loveridge, experto de la OIT.

295. ----- Report to the Government of Ceylon on Co-operative Education (ILO/TAP/CEYLON/R.12). Geneva, ILO, 1958.

Rapport présenté par E.B. Loveridge, expert du BIT.

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297. MUDIYANSE, E.R. Member education in Sri Lanka.

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Documento presentado al seminario regional sobre educación cooperativa de los miembros, así como una nota en la que figura una referencia especial al Japon, celebrado en Tokio en 1974.

298. NANDADEVA, C.S. and RAJAGURU, R.B. Co-operative Employees' Training in Ceylon.

Voir No. 290.

See No. 290.

Veáse Núm. 290.

299. NATIONAL CO-OPERATIVE COUNCIL OF SRI LANKA. Member education for Sri Lanka.

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300. PEIRIS, T.D.L. Development of Co-operative Education and Training Techniques in Ceylon.

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Paper presented at the ILO Asian Regional Co-operative Seminar, Nuwara Eliya, 1957.

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302. ----- The progress and problem of co-operative member education in Ceylon.

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303. ----- Co-operative movement in Ceylon-education and training activities.

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307. SCHOOL OF CO-OPERATION. Handbook. Colombo, Ceylon Govt. Press, 1953, 64 p.

308. ----- Handbook for study circle leaders. Polgolla, SC, 1956, 78 p. (Also in Sinhala and Tamil).

309. ----- Co-operative failures. Publication No. 10, Polgolla, SC, (196?), 15 p.

310. ----- Prospectus. Polgolla, SC, 1964, 55 p.

311. ----- Ten Points to be remembered by Members of Co-operative Societies. Polgolla, SC, 1964, 6 p.

312. ----- Member Education. Polgolla, SC, 1964, 16 p.

313. ----- Co-operative Employees Certificate Examination (Ordinary Level) Syllabuses. Pol. SC, 1972, 3 p. (Mimeo.) (Unpublished). Available at the SC Library, Polgolla.

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Plan de travail préparé par le corps professoral de l'Ecole de Polgolla. Disponible à la Bibliothèque de l'école de Polgolla.

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1) SIRIWARDENA, J.P.E. Employee training for fishery co-operative movement. See No. 221.

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Paper presented at the Seminar on Co-operative Leadership in South East Asia, New Delhi, Nov. 1960. Reference is made to Ceylon therein.

Documento sometido al seminario sobre dirigentes de cooperativas en la región sudeste de Asia, Nueva Delhi, 1960. Hace referencia a Ceilán.

14. Co-operative Accounting and Auditing
Comptabilité et révision coopératives
Contabilidad y revisión cooperativas

323. GOVERNMENT OF CEYLON. Department of Co-operative Development. Memorandum by Assistant Commissioner of Co-operative Development (Audit) on a New Accounting System for Co-operative Societies to reduce accounting and audit work. Audit Circular No. 20. Colombo, OCD (196?).

Ensemble de documents types pour les magasins des coopératives et de leurs unions.

A collection of specimen forms for stores unions and C.A.P. and S. Societies.

Juego de documentos tipo para los almacenes de las cooperativas y sus uniones.

324. ----- Pasäl samupakara samitiyaka poth täbima (School co-operative societies' book-keeping). Colombo, DCD, 1961, 32 p.

325. ----- Audit of Co-operative Societies. Circular No. 11/68. Colombo DCD, 1968, 29 p. (Also in Sinhala).

326. ----- Accounting system for Co-operative Unions. Colombo, DCD (196?), 53 p. (Also in Sinhala).

327. INTERNATIONAL LABOUR ORGANISATION. Report to the Government of Ceylon on Co-operative Accountancy (ILO/TAP/CEYLON/R.5). Geneva, ILO, 1953, 39 p.

Rapport présenté par Henry Carttling, expert du BIT.

Report submitted by Henry Carttling, ILO Expert.

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328. PERERA, K.R. Samupakara samiti ginum. Poth täbima (Book-keeping). Colombo, M.D. Gunasena and Co., 1959 (5th printing 1970 with amendments), pp. 643-696.

329. SCHOOL OF CO-OPERATION, Polgolla. Co-operative Officers Certificate: Preliminary Examination; Co-operative Accounting and Auditing. Polgolla, SC, 1960, 95 p. (Also in Sinhala).

330. ----- Oba ha shesa patraya (You and the Balance Sheet). Kandy, Co-operative Press, 1965, 13 p.

331. ----- Vivida seva samupakara samiti ginum täbime upayogi satahan akrutin (Specimen Accounting Forms of Multi-purpose Co-operative Societies). Polgolla, SC, 1973.

Ensemble de documents comptables types utilisés dans le nouveau système comptable.

A collection of specimen accounting forms used in the New Accounting System.

Juego de documentos tipo sobre contabilidad utilizados en el nuevo sistema contable.

15. Co-operative Credit and Banking
Crédit et banques coopératifs
Crédito y bancos cooperativos

2. CENTRAL BANK OF CEYLON. Rural credit. Central Bank of Ceylon: Annual Report, 1967, Colombo, CBC, 1968. Annual.

Analyse périodique des résultats du système de crédit élargi des banques rurales et du nouveau programme de crédit agricole intéressant les coopératives au niveau des villages. Ce n'est qu'après 1967 que des rubriques séparées furent consacrées dans ce document au crédit agricole, bien que le premier rapport de la Banque centrale date de 1950. Depuis 1961, avec la création de la "People's Bank", le crédit agricole figure sous les activités de cette banque.

Periodical review of the extended credit scheme, rural banks and the new agricultural credit scheme. All these schemes are operated at village level by co-operatives. It was only after 1967 that there was separate sections on rural credit although Central Bank report was first published in 1950. From 1961 with the establishment of the People's Bank rural credit was discussed under People's Bank activities.

Análisis periódico de los resultados del sistema de crédito ampliado, bancos rurales y del nuevo programa de crédito agrícola. Estos métodos son aplicados por las cooperativas a nivel de aldea. Fue solamente a partir de 1967 que se empezó a publicar en este documento rúbricas consagradas únicamente al crédito agricola, aun cuando el informe del Banco Central data de 1950. Con el establecimiento de un banco popular, el crédito agrícola figura entre las actividades de ese banco.

33. ----- Report of the survey of rural credit and indebtedness 1969. Colombo, CBC, 1971, 89 p. tab.

34. ----- Survey of defaults in the repayments of new agricultural credit scheme 1972. Colombo, CBC, 1972, 68 p. tab.

35. CO-OPERATIVE FEDERAL BANK OF CEYLON LIMITED. Annual Report and Statement of Accounts 1949/50 - 1959/60. Colombo, Co-operative Federal Bank of Ceylon Ltd. 1950-1960, Annual.

36. DE LIVERA, R.D. Rural Banks Scheme. Peoples' Bank Publication No. 2. Colombo, PB, 1968, pp. 1-16 (Also in Sinhala).

337. DE SILVA, L.M.V. Peoples' Bank and Co-operative Movement. Tenth Anniversary Magazine 1961-1971. Colombo, PB, 1971 (Also in Sinhala).

338. DE SILVA, W.A. Credit and Co-operation and Rural Industries in Ceylon. The Tropical Agriculturist. Department of Agriculture. Vol. 42(6), June, 1914, pp. 480-484.

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